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ABSTRACT

The Australian National Training Authority (ANTA) achieved the following objectives in 1996-97: (1) sought and obtained the agreement of the Ministerial Council to make the National Training Framework more flexible and usable by training providers and their major clients (businesses and individual learners); (2) obtained in principle agreement to measures to strengthen the quality assurance arrangements leading to effective mutual recognition of the products and services delivered by training providers; (3) obtained agreement to extend apprenticeships and traineeships to new industries and occupations, to streamline the development and approval process, and to give employers, apprentices, and trainees a choice of provider; (4) commissioned the development of training packages for most industries; (5) strengthened the network of national industry training advisory boards by ensuring they more effectively represent their industry sectors, and focused their core roles on product development and marketing; (6) published for the first time information on the relative performance of state and territory training systems; and (7) developed new business arrangements between ANTA and the states and territories, establishing accountability and reporting arrangements. (Seven appendixes to this report include the following: work priorities, work completed, staffing statistics, board, committees, forum, and councils; consultancies; financial statements; list of publications. A glossary and an index are also provided.) (KC)

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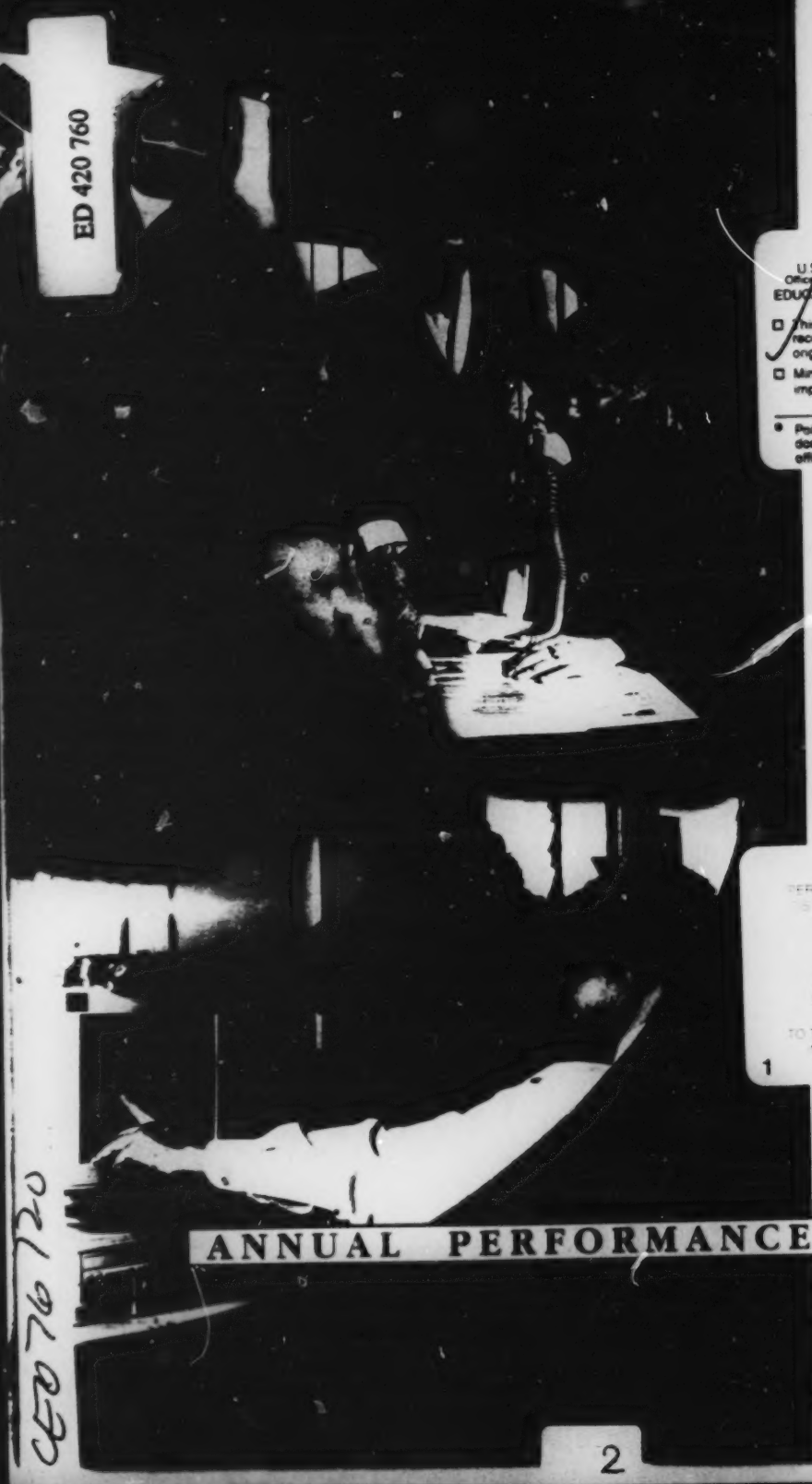

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1996 ANNUAL PERFORMANCE REPORT 1997

CEO 76 720

AUSTRALIAN
NATIONAL TRAINING
AUTHORITY

10 October 1997

The Honourable Dr David Kemp
Minister for Employment, Education, Training and Youth Affairs
Parliament House
Canberra ACT 2600

Dear Minister

I have pleasure in providing you with the *Annual performance report* of the Australian National Training Authority (ANTA) for the financial year 1996-97.

The *Annual performance report* is concerned primarily with the performance of the Authority itself. The *Annual national report*, also produced by the Authority, is a source of further information regarding the activities and achievements of the national vocational education and training system.

The *Annual performance report* is a requirement of the *Audit Act 1901*. In preparing the report, the *1982 Annual report guidelines for statutory authorities* and the *Requirements for departmental annual reports* have been taken into account. The Authority has also considered the requirements of the Commonwealth Authorities and Companies Bill 1996.

This year, the *Annual performance report* has been prepared against the Authority's work priorities for 1996-97. It reflects the tasks, their objectives and outcomes within the organisational framework.

Yours sincerely

Stuart Hornery, AO
Chair
Australian National Training Authority

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AUSTRALIAN NATIONAL TRAINING AUTHORITY

Annual performance report

1996 - 1997

ADDRESS FROM THE CHAIR

Barely a day goes by when we are not reminded of the importance of vocational education and training to the lives of all Australians. Whether it be directly through our work, or indirectly through the endeavours of family, friends or colleagues, or through the ample evidence of vigorous public discussion and debate, vocational education and training is daily shown to be a major national pursuit. The desire to improve oneself, to learn, to get a job, or do better in one's job, is shared by all. Vocational education and training is one of the major practical tools available to all Australians to realise their hopes and aspirations for the future. It is also a key to heightened national competitiveness.

In 1992, Commonwealth, State and Territory Governments decided to progress this major national endeavour through a cooperative federal structure that enables the many stakeholders, through discussion, negotiation and joint decision making, to move the vocational education and training system forward. ANTA was formed to make that vision a reality.

ANTA is at the intersection of the many different streams of thought, interest and perspective that together make up the Australian vocational education and training system. We work where national aspirations translate into definite plans and everyday details. It is a complex, challenging responsibility. Each of our staff members must be part analyst, negotiator, communicator, facilitator, consultant, advisor and expert. They must add value to intricate processes and seek solutions to dilemmas which in some cases have been with the sector for many years.

With a reduction to our operating budget, 1996-97 has been more than normally challenging for the Authority. It is a measure of the ability, and the commitment, of our staff that this difficult time has passed with no observable detrimental effect on the client outcomes we delivered. Indeed, we look to the future with a stronger team structure, clearly focused on agreed priorities and workplans, and we have a committed, energetic and enthusiastic staff to carry them out.

I offer my thanks not only to our staff, but also to the many people who contribute time to our committees, to the many Commonwealth, State and Territory officials with whom we cooperatively work, and to those in industry and training who daily provide for the needs of learners, trainees, and apprentices. Australia has a world class vocational education and training system. All of us at ANTA are committed to helping make it better.

In pursuing the objectives of the ANTA Agreement, in 1996-97 the Board:

- sought and obtained the agreement of the Ministerial Council to make the National Training Framework more flexible and useable by training providers and their major clients (enterprises and individual learners)
- obtained in principle agreement to measures to strengthen the quality assurance arrangements leading to effective mutual recognition of the products and services delivered by training providers
- obtained agreement to extend apprenticeships and traineeships to new industries and occupations, to streamline the development and approval process, and to give employers, apprentices and trainees a choice of provider

- commissioned the development of training packages for most industries, which integrate nationally endorsed standards, assessment guidelines and qualifications; and which also contain optional learning resources for use by training providers and enterprises
- strengthened the network of national industry training advisory boards by ensuring they more effectively represent their industry sectors; and focussed their core roles on product development and marketing
- published for the first time information and data on the relative performance of State and Territory training systems in a number of key areas, and established a Performance Review Committee to further develop performance indicators for VET
- proposed and had accepted new business arrangements between ANTA and the States and Territories which clearly establish accountability and reporting arrangements in terms of agreed performance standards and remove unnecessary reporting requirements by the States and Territories to ANTA.

These reforms are detailed in subsequent sections of this report.

Stuart Hornery
Chair
Australian National Training Authority

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ORIGINS

The Australian National Training Authority (ANTA) was established by the *Australian National Training Authority Act 1992*, as a Commonwealth statutory authority to advise Commonwealth, State and Territory ministers on policies and mechanisms, after input from industry, to move towards a more national focus for the vocational education and training sector. The Act followed an agreement to these directions by Commonwealth, State and Territory Governments. The ANTA Agreement is a schedule to the Act.

Vocational education and training (referred to throughout this report as VET) is post-compulsory education and training that provides people with the skills and learning required by enterprises and industries. The vocational education and training sector is defined as comprising:

- the State and Territory public TAFE systems
- adult and community education institutions that deliver vocational education and training
- private providers (including schools, community organisations, enterprises and industry bodies) that deliver nationally recognised vocational programs at levels one to six in the Australian Qualifications Framework.

MISSION

ANTA's mission is:

> *'To help Australia become a more internationally competitive and equitable society by building a national vocational education and training system which is responsive to the needs of industry and individuals. This system should deliver world class vocational education and training, enhance the employment prospects of Australians and be seen by them as a critical ingredient of their success.'*

PURPOSE

Under the terms of the ANTA Agreement, the Authority is responsible for the development of, and advice on, national policy, goals and objectives and a national strategic plan for VET for endorsement by the Ministerial Council. The Authority is also responsible for advising the Ministerial Council on the allocation of funds for vocational education and training. It works to improve VET opportunities for all, consistently throughout Australia; and to ensure training is more responsive to industry and enterprises.

Diagram 1 represents ANTA's relationship to people and organisations involved in VET.

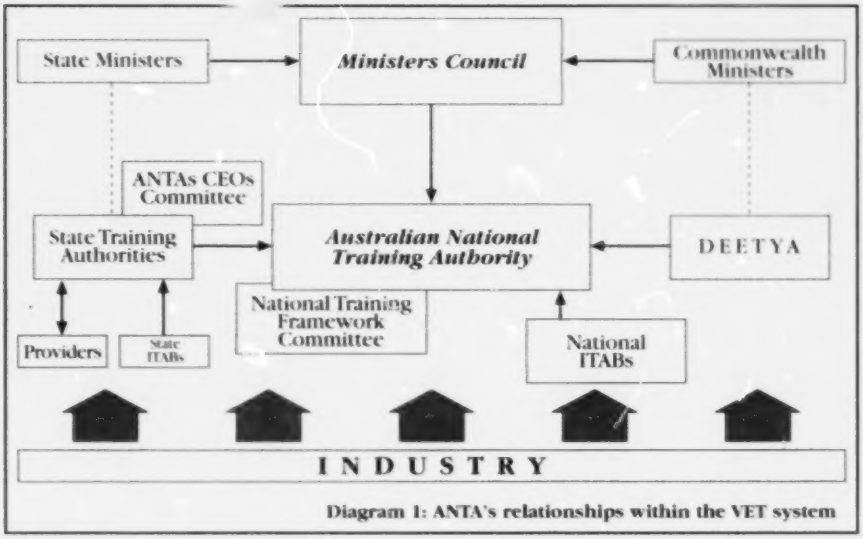

Diagram 1: ANTA's relationships within the VET system

ANTA Ministerial Council

The Board of ANTA advises the ANTA Ministerial Council, which comprises the relevant Commonwealth, State and Territory ministers. The Ministerial Council sets national goals, objectives and priorities for the VET system. During the year, there were four Ministerial Council meetings.

At 30 June 1997, the following people were members of the Ministerial Council.

- **COMMONWEALTH:** Senator the Hon. Amanda Vanstone, MP, Minister for Employment, Education, Training and Youth Affairs
- The Hon. Dr David Kemp, MP, Minister for Schools, Vocational Education and Training
- **NEW SOUTH WALES:** The Hon. John Aquilina, MLA, Minister for Education and Training
- **VICTORIA:** The Hon. Phil Honeywood, MLA, Minister for Tertiary Education and Training
- **QUEENSLAND:** The Hon. Santo Santoro, MLA, Minister for Training and Industrial Relations
- **WESTERN AUSTRALIA:** The Hon. Norman Moore, MLC, Minister for Employment and Training *(June - December 1996)*; the Hon. Cheryl Edwardes, MLA, Minister for Employment and Training *(January - June 1997)*
- **SOUTH AUSTRALIA:** The Hon. Dr Bob Such, MP, Minister for Employment, Training and Further Education *(June - December 1996)*; the Hon. Dorothy Kotz, MP, Minister for Employment, Training and Further Education *(January - June 1997)*
- **TASMANIA:** The Hon. Sue Napier, MHA, Minister for Education and Vocational Training

- **AUSTRALIAN CAPITAL TERRITORY:** Mr Bill Stefaniak, MLA, Minister for Education and Training
- **NORTHERN TERRITORY:** The Hon. Fred Finch, MLA, Minister for Education and Training

ANTA CEOs' Committee

The ANTA CEOs' Committee meets to examine and advise on the implications of relevant proposals under consideration by the ANTA Board. The committee also provides a forum for initiating and considering work by ANTA in regards to facilitating cooperation between State and Territory training systems. During 1996-97, the committee met 11 times.

At 30 June 1997, the following people were members of the committee.

- Mr Terry Moran, Chief Executive Officer, Australian National Training Authority (Chair)
- Mr Steve Sedgwick, Commonwealth
- Ms Jane Diplock, New South Wales
- Mr Col Thatcher, Queensland
- Mr Brian Stanford, South Australia
- Mr Ian Hill, Western Australia
- Mr Peter Harmsworth, Victoria
- Mr Darcy McGuarr, Tasmania
- Mr Peter Gordon, Australian Capital Territory
- Mr Sabaratnam Prathapan, Northern Territory

ANTA BOARD

ANTA is headed by an industry led Board which advises the ANTA Ministerial Council. The Board oversees the Authority's operations. The Board is the governing body of the organisation and carries the ultimate responsibility for the organisation's performance. During the year, there were ten ANTA Board meetings.

At 30 June 1997, the following people were members of the ANTA Board.

- Mr Stuart Hornery, AO, Chairman, Lend Lease Corporation Ltd (Chair)
- Mr Bill Mansfield, Assistant Secretary, Australian Council of Trade Unions (Deputy Chair)
- Mr Geoff Ashton, former Managing Director, Clyde Industries Ltd, President, NSW Council of the Metal Trades Industries Association
- Ms Stella Axarlis, Managing Director, Bilcon Engineering Pty Ltd
- Ms Jenny Rixon, Managing Director, Rixon Clothing Pty Ltd

The Chair of the National Training Framework Committee (formerly the Standards and Curriculum Council) attended all meetings of the Board in an ex officio capacity:

- Ms Cherry Cole, former Principal Employee Relations Advisor, Telstra *(until September 1996)*
- Mark Paterson, Chief Executive, Australian Chamber of Commerce and Industry *(from October 1996)*

Board members (from left to right):
Terry Moran (CEO); Jenny Rixon; Bill Mansfield (Deputy Chair); Stuart Hornery (Chair); Mark Paterson; Stella Axarlis; Geoff Ashton.

Records of Board attendances can be found in Appendix 4.

KEY COMMITTEES, COUNCIL AND FORUM

The following are ANTA's key committees, council and forum. Membership details are included in Appendix 4.

ANTA BOARD COMMITTEES

National Training Framework Committee

The National Training Framework Committee was established in September by the Ministerial Council, to replace the Standards and Curriculum Council. It is a business led committee that advises the ANTA Board about strategies and policies for the National Training Framework and endorses training packages.

ANTA Board Advisory Committee on New Apprenticeships

The Advisory Committee on New Apprenticeships was established in September by the ANTA Board. The committee had previously been an industry reference group that had been formed by the Ministerial Council in May 1996 to advise it on the further development of the objectives and principles underpinning the development of the Modern Australian Apprenticeship and Traineeship System.

The committee oversees the implementation of New Apprenticeships and advises the ANTA Board on policy issues.

In conjunction with the ANTA CEOs' Committee, the Advisory Committee has successfully developed the detailed policy framework to support New Apprenticeships which has been endorsed by the Ministerial Council.

Performance Review Committee

The Performance Review Committee was established by the Ministerial Council in September as a committee of the ANTA Board. The committee develops comprehensive and long term performance measures for the VET system. During the year, the committee completed major research on options for measuring output and efficiency in VET. The committee also oversaw the development of the 1996 Benchmarking VET Report and further analysis of the performance information already available.

Audit Committee

The ANTA Audit Committee is responsible for overseeing the financial operations of the Authority. This includes overseeing the preparation of the financial statements, ensuring that audit recommendations are implemented and overseeing internal and external audit activities. The Authority contracts Pacific Bridge Pty Ltd to perform internal audit activities, and the Australian National Audit Office undertakes the external audit of the Authority.

OTHER ANTA COMMITTEES

Aboriginal and Torres Strait Islander Peoples' Training Advisory Council

The Aboriginal and Torres Strait Islander Peoples' Training Advisory Council was established by the Ministerial Council in May 1996 to advise the ANTA Board about the VET needs of Aboriginal and Torres Strait Islander people. During the year, the Council convened the Challenging outcomes conference, and participated in (and provided advice on) many national projects.

Disability Forum

The Disability Forum was established by ANTA to advise the ANTA Board on issues relating to the participation in, and outcomes from, VET for people with a disability.

National Advisory Committee on Vocational Education and Training Statistics

The National Advisory Committee on Vocational Education and Training Statistics was established by the ANTA Board in October. The committee develops the management information system which collects information on key aspects of VET for accountability and performance purposes.

National Research and Evaluation Committee

The National Research and Evaluation Committee was established by the ANTA Board during the year to manage ANTA's research program.

STAFF

During 1996-97, ANTA was substantially restructured.

SENIOR MANAGEMENT

The senior management of the Authority, comprising the Chief Executive Officer, the general managers and project directors, manage the work of the Authority, overview performance and represent ANTA at the most senior levels. As a group, they meet regularly to determine strategic and operational issues.

Senior management (back row left to right): David Worthy; Paul Byrne; Steve McDonald; Brad Swan; Andre Lewis; Kim Bannikoff. (front row left to right): Chris Eccles; Maureen Logan; Terry Moran (CEO); Peter Noonan (General Manager); Jan Johnman (Andrew Strickland (General Manager); and Phil Clarke absent).

Diagram 2 shows ANTA's organisational structure as at 30 June 1997. ANTA's staff are organised into project teams.

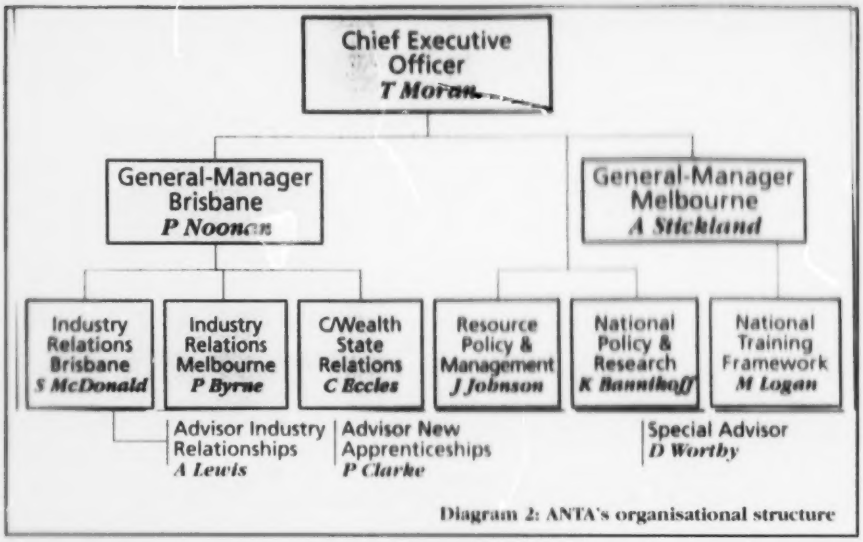

Diagram 2: ANTA's organisational structure

THE INDUSTRY RELATIONSHIPS TEAM

The Industry Relationships Team works closely with industry (through industry training advisory bodies) and with State and Territory training authorities to provide a range of strategic services.

In 1996-97, the Industry Relationships Team was, amongst other things, responsible for bringing to a successful conclusion National Staff Development Committee and Standards and Curriculum Council commitments.

Responsibility for different industry areas is divided between the Brisbane and Melbourne offices, which have similar staffing structures and broadly similar functions.

The Industry Relationships Team:

- maintains and further develops national industry advisory arrangements
- manages the funding of training packages and related industry focused training supports
- provides several training services.

COMMONWEALTH STATE RELATIONS TEAM

During the year, the Commonwealth State Relations Team focussed on two key initiatives: the development of the policy framework for the national New Apprenticeships System; and the establishment, as part of the review of the ANTA Agreement, of new arrangements for doing business between the Commonwealth, States and Territories.

The Commonwealth State Relations Team:

- facilitated agreements between the Commonwealth, States and Territories on arrangements for the operation of the national VET system, including the implementation of national reforms

- developed the policy framework for New Apprenticeships
- managed the administration of a range of major programs in co-operation with State and Territory training authorities
- managed ANTA business with the group training and adult and community education sectors
- managed ANTA business in relation to flexible delivery
- organised and coordinated activities around the major meetings of ANTA, the ANTA Board, the CEOs' Committee and the ANTA Ministerial Council.

NATIONAL POLICY AND RESEARCH TEAM

During the year, the major work of the National Policy and Research Team was to support the development of user choice arrangements (to underpin the New Apprenticeship System) to be implemented in 1998; to advance the measurement of VET sector performance; and to establish more strategic and responsive frameworks for managing the Authority's research and communications activities.

The Team's work involved research and analysis of emerging policy issues and extensive consultation and collaboration with VET stakeholders. Particular attention was given to conducting research and evaluation, to information system development; and to communication strategies to underpin this work.

The National Policy and Research Team:

- started developing the next National Strategy for VET, as the basis of ongoing reform of the VET system
- managed research, evaluation and performance reporting activities to underpin the development of the national strategy and new policy
- managed the effective communication of VET strategy, policies and outcomes within the VET sector and to industry and the community generally.

NATIONAL TRAINING FRAMEWORK TEAM

During the year, the National Training Framework Team prepared policy, and helped develop and implement, the National Training Framework (NTF), the major features of which were endorsed in 1996 by the Ministerial Council. This was primarily done through the National Training Framework Committee (NTFC). The NTFC was formed in October to replace the Standards and Curriculum Council, and is a small business led committee of the ANTA Board. The committee endorses training packages and advises the ANTA Board about NTF strategies and policy.

The team's workplan outlines developments of the NTF for the coming year. It includes work and consultations to be undertaken and defines relationships to the work of other teams in ANTA. This is important because several other teams are involved in the NTFC's work, especially training packages.

The National Training Framework Team:

- provided support to the National Training Framework Committee
- developed policy and implementation strategies for the National Training Framework

- developed agreed quality assurance and mutual recognition arrangements
- began developing a national interrelational database containing training information, with provision for easy access by users.

RESOURCE POLICY AND MANAGEMENT TEAM

The Resource Policy and Management Team's main function is to service ANTA itself.

In 1996-97, the Resource Policy and Management Team:

- implemented the restructure of ANTA
- implemented the human resources information system
- advanced several quality management projects
- improved monitoring, management and reporting arrangements for national programs and projects
- provided on-line access to the work management system for all staff.

ANTA'S WORK

Each year, the Board approves work priorities for ANTA, after broad directions have been set by the Ministerial Council.

In 1996-97, ANTA had six main work priorities. They were as follows[1].

1. Industry leadership

Foster industry leadership to guide development of a world class vocational education and training system, and to support business involvement in structured training.

2. New Apprenticeships

Improve entry level training arrangements, and achieve more effective implementation of training reform, through the development of New Apprenticeships.

3. National Training Framework

Develop and gain acceptance for an enhanced National Training Framework which facilitates industry leadership and achieves worthwhile outcomes for industry, enterprises and individuals.

4. Strategic Directions

Work with stakeholders in developing nationally agreed strategic policy directions to underpin system planning, delivery and resource allocation activities.

5. Efficiency, Effectiveness and Accountability

Develop measures to guarantee greater efficiency, effectiveness and accountability within the national vocational education and training system.

6. Anta's Structure and Management

Develop ANTA's structure and management, to facilitate achievement of national VET system objectives.

[1] Appendix 1 provides further details, including tasks addressing the 1996-97 work priorities. Appendix 2 is the final 1996-97 report against these work priorities presented to the Board.

1. INDUSTRY LEADERSHIP

NATIONAL INDUSTRY ADVISORY ARRANGEMENTS

In 1996-97, the Industry Relationships Team worked to establish and maintain national industry advisory arrangements that effectively represent industry views, and that have industry support.

The team held extensive consultations with industry in order to gauge satisfaction with the national industry advisory arrangements. These consultations were in addition to the widespread distribution of information, attendance at forums, requests for industry input and other efforts of the team to develop industry input into VET planning and provision.

As a result of the consultations, the role of national industry training advisory bodies (ITABs) was redefined. The redefined ITAB role is now to:

- develop and maintain training packages to meet the needs of industry
- advise on training matters between industry and government
- market the benefits of recognised training to industry.

In response to concerns about the extent of industry representation and the effectiveness of the arrangements, a further restructuring of the national ITAB network was undertaken. Although details of the restructure are still being finalised, the ITAB network is being expanded from 18 to 22 bodies. This represents a refinement of the major restructure that occurred in 1995.

The restructure aims to:

- increase the effectiveness of industry leadership of national ITABs and make them more representative of enterprises in their sectors
- strengthen industry leadership of training strategy and industry ownership of the training system
- make ITABs truly represent industry and decrease any perception that they are instruments of government.

The review showed strong support for the retention of the national ITAB network, with support demonstrated for most existing ITABs. The network will now be reviewed biennially.

Funding arrangements for national ITABs were also changed. Services which relate directly to an ITAB's role will in future be purchased, a move away from past funding arrangements that provided operational support for ITABs. Under this arrangement, ITABs will:

- have clearly defined outcomes and unambiguous financial responsibilities
- be paid management fees tied to the meeting of milestones
- have specified compliance requirements relating to their conduct.

Funding relationships with the States and Territories were renegotiated to incorporate the new roles and to reflect a reduction in Commonwealth funding.

SMALL BUSINESS TRAINING STRATEGY

During the year, the National Policy and Research Team conducted consultations on a small business training strategy. The resulting report was considered by the ANTA Board. From this, a monograph will be published.

The team negotiated arrangements to support small business training with the Departments of Industry, Science and Technology; and Employment, Education, Training and Youth Affairs; and with the Office of Prime Minister and Cabinet. Other issues from the report were incorporated into the national strategy.

FRONTLINE MANAGEMENT INITIATIVE

The Frontline Management Initiative (FMI) provides enterprises and individuals with flexible ways to build frontline management skills. During 1996-97, several national pilots of the FMI model and resource materials were completed. A number of publishers tendered for the publishing, marketing and distribution rights to the *Frontline management development kit* and associated products. These products included flexible delivery learning materials, CD ROMs and a professional development framework for FMI providers.

NATIONAL STAFF DEVELOPMENT PROJECTS

Several projects and initiatives started before the implementation of the National Training Framework (NTF) were progressed by the Industry Relationships Team.

Framing the Future

Framing the Future is a major staff development project which uses work based learning to show how people can be involved in the NTF. This project aims to provide a group of skilled, well informed advisors who can support the implementation of the NTF in their own organisations. It offers a range of products to promote the NTF, a network supported by an internet site and a series of 40 work based learning projects.

Staff development resource kit to support flexible delivery

During the year, the *Staff development resource kit to support flexible delivery* was produced. It is built around case studies and is easy to use for the whole VET sector.

A staff development resource kit for users of the Australian Vocational Education and Training Management Information Statistical Standard (AVETMISS) was commenced. The kit will document the experiences of AVETMISS users, to provide future users with a training resource.

Management enhancement team approach

The Network '97 virtual symposium on FMI and the Management enhancement team approach (META) was held toward the end of the year. The use of internet, teleconferencing and videoconferencing demonstrated the existence of a wide audience for the products, and the enthusiasm to use them.

On-line refresher training for META online advisors was also made available.

As the year closed, most National Staff Development Committee projects had been completed, with a number of resources at pre-publication stage. These will be ready for distribution in 1997.

NATIONAL TRANSITION PROGRAM PROJECTS

The National Transition Program (NTP) is a major initiative which includes:

- the translation of existing apprenticeships, traineeships and other courses to competency based training principles and the development of associated learning resources
- professional development
- work placement infrastructure.

In 1996-97, all 44 NTP projects were completed. Products produced under the NTP are now being incorporated into training packages, especially learning resources in line with industry competency standards.

2. NEW APPRENTICESHIPS[2]

IMPLEMENTATION OF NEW APPRENTICESHIPS

New Apprenticeships is a major initiative to reform employment based training. The initiative aims to modernise and streamline the Australian training system in order to make training an attractive business proposition for a wider range of enterprises; to expand employment and career opportunities for young people; and to increase the international competitiveness of Australian enterprises.[3]

New Apprenticeships had its beginnings in the policies of the coalition parties for the 1996 federal election. In May 1996, principles were agreed by the Ministerial Council to underpin the development of the Modern Australian Apprenticeship and Traineeship System, later renamed New Apprenticeships. To further develop these principles, an industry reference group made a series of proposals to the Ministerial Council in September.

During the year, a key task of the Commonwealth State Relations Team was to develop a detailed policy framework for New Apprenticeships and to negotiate arrangements to implement New Apprenticeships with all State, Territory and Commonwealth Governments.

Recommendations about the policy framework, compiled in the ANTA Board report on progress towards the implementation of New Apprenticeships, were endorsed by the Ministerial Council in May.

Implementation of the key features of the policy framework agreed by the Ministerial Council will enable apprenticeships and traineeships to be offered in a wide range of industries and occupations which have not previously provided these opportunities, particularly those in which there are identified skill shortages, projected employment growth or historically poor training effort.

Bilateral discussions are continuing between ANTA and the States and Territories, to formally negotiate the implementation of the key features of New Apprenticeships.

New regulatory framework for apprenticeships and traineeships

The Commonwealth State Relations Team developed a draft regulatory framework for New Apprenticeships, linking employment based training regulation with the Australian Recognition Framework and with training packages. Consultations on this framework were held with industry and Commonwealth, State and Territory Governments. The final framework was endorsed by the Ministerial Council.

National agreement on New Apprenticeships resourcing

The team engaged KPMG as consultants to develop costing scenarios for New Apprenticeships and to identify consequent policy issues that needed to be resolved. On the basis of that advice, the team developed a resourcing framework

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[2] New Apprenticeships will be conducted in line with the **National Training Framework**, using **training packages**. Please see both these headings elsewhere in this report for further information.

[3] *Budget statement: Training for real jobs: the Modern Apprenticeship and Traineeship System: Statement by the Hon. Dr David Kemp, August 1996*, Department of Employment, Education, Training and Youth Affairs.

for New Apprenticeships, in consultation with Governments and industry. The framework was subsequently endorsed by the Ministerial Council. The framework bases funding on the characteristics of the individual receiving training, rather than on a predetermined list of occupations for which apprenticeship training can legally be offered (because they have been 'declared' as 'vocations').

USER CHOICE

The aim of user choice initiatives is to encourage a direct, market relationship between training providers and their clients. This gives employers, apprentices and trainees a choice of training providers, and choices in the content, timing and mode of delivery of training.

During the year, a key task for the National Policy and Research Team was to help develop the user choice arrangements that will underpin the New Apprenticeship System.

In July, the Ministerial Council agreed to progressively implement user choice during 1997, and to fully implement user choice for off-the-job training for apprentices and trainees from January 1998. They also established the User Choice Taskforce (for which the team provided secretariat services), to address a number of unresolved policy issues and to develop guidelines for the implementation of user choice.

To inform the development of the user choice policy, the team implemented the user choice national project. In this project, 59 pilot projects were funded in States and Territories. The team coordinated a national evaluation of the pilots. The findings were a substantial input into the user choice policy development process.

In April, the taskforce presented its report. It included a revised user choice policy, objectives, defining elements, principles and a description of user choice in operation. The framework for user choice policy and administrative arrangements were agreed by Ministers. States and Territories are currently moving towards implementation by 1 January 1998 with New South Wales currently reserving its position in relation to user choice generally.

Flexible Delivery Taskforce

Flexible delivery refers to initiatives that give clients greater choice over what training is offered, and how, where and when it is delivered.

During the year, the Commonwealth State Relations Team continued to translate into action the findings of the National Flexible Delivery Taskforce, which produced its final report in July. The Taskforce's work provides the basis for a national approach to flexible delivery.

The National principles for flexible delivery developed by the taskforce were endorsed by the Ministerial Council in November.

Flexible delivery implementation plan

The team conducted extensive consultations on the Flexible delivery implementation plan, which incorporated a number of the taskforce recommendations. The plan was endorsed by the CEOs' Committee in February.

Implementation plan projects

Subsequent to the plan's approval, the team established a number of research and documentation projects to be run by the States and Territories. The projects will run during 1997 and result in technology standards, the evaluation of new technologies, the establishment of networks and the development of resource allocation models for flexible delivery. Several projects will culminate in an international conference on flexible delivery to be held in November 1997. This conference will be both physical and 'state of the art, on line'.

GROUP TRAINING SCHEMES

Group training schemes employ apprentices and trainees and rotate them among host employers for the purpose of their on the job training. They also organise off the job training for their apprentices/trainees.

As well as providing employment and training opportunities for young people, group training schemes also provide opportunities for small businesses without the capacity to employ a permanent apprentice or trainee to participate in employment based training. Over recent years, firms of all sizes have scaled down their apprentice recruitment as they have reviewed their training practices. Group training schemes have assisted in ameliorating this trend, their increased activity countering to some extent the decline in direct apprenticeship employment.

Commonwealth, State and Territory ministers have agreed to a joint funding policy which provides government funding for group training schemes. Under this policy, the Commonwealth, through ANTA, matches State and Territory contributions dollar for dollar.

During the year, the Commonwealth State Relations Team continued to administer funds for group training under the joint funding policy. Around 100 group training schemes received funding under this policy.

National principles for group training

On behalf of the ANTA Board Advisory Committee on New Apprenticeships, the team developed an issues paper on group training as a basis for consultations with interested parties. After analysing the comments received, the team developed proposed national principles for consideration by the ANTA Board Advisory Committee on New Apprenticeships. The principles were subsequently endorsed by the Ministerial Council in May.

The national principles will underpin the role of group training schemes in user choice and in employment based training in schools. They will support the expansion of group training into new areas and occupations, and with the need for equitable access to, and participation in, VET. Work on a new national funding approach under these principles commenced.

VOCATIONAL EDUCATION AND TRAINING IN SCHOOLS

During the year, the Commonwealth State Relations Team helped prepare guidelines and funding principles for VET in schools. These were endorsed by the Ministerial Council, and by the Ministerial Council for Employment, Education, Training and Youth Affairs. Under the guidelines, $20 million will be distributed to State and Territory schools for each of the years 1997-2000.

This will provide for the enhancement of VET program development, course advice and support materials and for the integration of secondary certificates with VET courses.

AUSTRALIAN STUDENT TRAINEESHIP FOUNDATION

This program aims to broaden senior school education to give young Australians the opportunity to acquire workplace knowledge and experience before they graduate from school.

Since the program's inception, the numbers of students involved in all school industry programs has increased from around 7% of Year 11 and 12 students to around 12.1% in 1996. There are now about 45,200 students in school industry programs. Of these, around 18,000 are in programs supported by the Australian Student Traineeship Foundation.

3. National Training Framework

The National Training Framework defines the relationships between industry bodies, State and Territory training authorities, training organisations and ANTA. It aims to produce training that is nationally portable, flexible in its delivery and responsive to client needs.

The key features of the NTF are:

- endorsed national competency standards
- national qualifications in line with the Australian Qualifications Framework
- quality assurance mechanisms, including rigorous audit processes involving industry representation
- training packages based on endorsed competency standards, assessment guidelines and national qualifications
- nationally consistent arrangements for registering providers and guaranteeing system quality.

The framework is designed to ensure that:

- training products and services available through public and private providers reflect both enterprise and industry wide requirements
- the skills and qualifications that people acquire are portable
- employers in one part of Australia can have confidence in the quality of training done by someone from another part of the country
- employers who operate in more than one State or Territory can have common training arrangements organisation wide
- individuals and enterprises can gain ready and affordable access to a range of high quality training products and services.

Assuring quality and choice in national training

During the year, a publication titled *Assuring quality and choice in national training* was written and distributed to stakeholders as the basis for consultation.

Application of the NTF in schools

Work started on principles and a framework for the consistent application of the NTF in senior secondary VET programs. This will be completed in 1997-98.

TRAINING PACKAGE POLICY AND PROCEDURES

Training packages are a key step in making VET more industry focused, and more widely available to all people in all industries. They comprise market research into industry needs, competency standards, national qualifications structures, assessment guidelines, learning resources and other information useful to industry and training providers. Packages are developed in close consultation with industry, and some parts of packages are officially endorsed by the National Training Framework Committee.

During the year, the National Training Framework Team prepared an initial policy paper on training packages, which was agreed in principle by the Ministerial

Council in November. Transition and implementation arrangements were then prepared for consideration by industry and State and Territory training authorities. Industry and State and Territory authorities were widely consulted about policy and implementation issues related to the packages.

The team prepared endorsement procedures and customisation policy for training packages, which were endorsed by the NTFC. Guidelines for developers of training packages were prepared, endorsed by the committee and the ANTA Board and distributed to developers. These guidelines included the requirement to seek enterprise, State and Territory training authority and provider validation of key parts of a package. General advice on training packages, including articles and case studies, was prepared and distributed.

Training package development

The Industry Relationships Team is responsible for encouraging industry participation in the development of training packages, for the administration of training package contracts and for quality assurance.

The team worked with industry to have 43 training package proposals approved for funding. Most training packages are expected to be completed by the end of 1998.

Training package marketing

Strategies for marketing training packages were developed by the Industry Relationships Team. Implementation of the marketing model began in April. It will be evaluated with major clients in late 1997.

Industry based assessment

Industry based assessment is an important element of training packages.

During the year, the National Training Framework Team worked with several industries to develop industry based assessment models. These will be used by training package developers. Models were completed for the automotive, building and construction, clerical administrative, culture and recreation, hospitality, light manufacturing (furnishing, textile clothing and footwear, and allied industries), metal and engineering and telecommunications (customer premises cabling) industries. Models for the electrical and electronics, insurance and mining industries will be completed in 1997-8.

NATIONAL TRAINING INFORMATION SERVICE

The National Training Information Service (NTIS) is a database that will provide a one stop shop for training related information. It will be publicly accessible on the internet and include details of endorsed industry competency standards, accredited courses and registered providers. When fully completed, it will include key elements of training packages, including qualifications, recognised training organisations, assessment methods and supporting resources.

During the year, consultants working with the National Training Framework Team :

- developed software for the NTIS
- finalised an electronic template for putting competency standards directly onto the NTIS
- developed a prototype for data entry

- trained State and Territory training authority data entry staff.

Public internet access to the NTIS is expected from October 1997.

AUSTRALIAN RECOGNITION FRAMEWORK

A key element of the National Training Framework (NTF) is a new set of arrangements called the Australian Recognition Framework (ARF). Under the NTF, registration of providers is the critical point for ensuring quality in vocational education and training. The ARF sets minimum standards and agreed operational protocols, including audit and monitoring arrangements, for registered training organisations. The outcome of the ARF is mutual recognition of providers, their products and services.

During the year, the National Training Framework Team prepared a policy paper in conjunction with States and Territories for the ARF, which was agreed in principle by the Ministerial Council in May.

Guidelines for the allocation of funds for States and Territories to reengineer their recognition systems in line with the ARF were completed and distributed and initial payments made to State and Territory authorities.

Further issues in relation to standards, performance measures, operational protocols for the operation of audit, monitoring fees for registration, advertising, marketing policy and procedures for compliance will be negotiated between ANTA, the Commonwealth, States and Territories, and industry for ministerial endorsement by the end of the year.

CONSULTANCIES

Several consultancies related to the NTF were managed by the team. These covered:

- a skills passport system
- a costing and funding model for industry based assessment
- the reporting of assessment outcomes with competency based training
- the impact of competency based assessment on credit transfer and articulation arrangements.

The advice received was used to help in shaping future policy and in the development of implementation strategies for the NTF.

VET QUALIFICATIONS AND THE AUSTRALIAN QUALIFICATIONS FRAMEWORK

The Australian Qualifications Framework (AQF) sets qualification levels and recommended qualification titles. The framework enables consistency and comparability between the various qualifications issued by schools, VET and higher education providers.

During the year, the National Training Framework Team prepared supplementary guidelines on VET qualifications within the AQF. After endorsement by the NTFC, they will be used in 1997-98 to consult with key stakeholders.

NATIONAL STRATEGY

Under the *Australian National Training Authority Act 1992*, ANTA is required to develop a national strategy for VET, in consultation with key stakeholders. The first National strategy for VET, for the years 1994-97, was released in 1994.

During the year, the National Policy and Research Team started preliminary consultations with the Commonwealth, State and Territory training authorities and with industry, in order to develop the next national strategy. The strategy aims to determine a vision for the sector and to set objectives. Consultations identified issues including the impact of current policy directions (such as user choice and New Apprenticeships); expected challenges to Australia's training system over the next five years (including internationalisation and technological advances); and a range of core issues that the strategy should address.

Following consultations, a format for the strategy was developed (including a mission statement, objectives and key issues) and endorsed by the Ministerial Council which noted that consultations with the States and Territories and further development of the strategy itself would be subject to the negotiation of a new ANTA Agreement. Given the status of these arrangements it is not expected that the strategy will go to the Ministerial Council before May 1998.

ADULT AND COMMUNITY EDUCATION

The adult and community education (ACE) sector provides lifelong learning opportunities for adult Australians. Each year, about one million people do ACE courses.

The Adult and Community Education Taskforce of the Ministerial Council on Employment, Education, Training and Youth Affairs advises ANTA about priorities for the sector. The taskforce has representatives of ANTA, Commonwealth, State and Territory Governments, and the Australian Association of Adult Community Education (AAACE).

National policy review

During the year, the Commonwealth State Relations Team provided support to the taskforce project to review the National policy on adult and community education (ACE). The revised policy was endorsed by the Ministerial Council in June.

An analysis of the role of ACE in VET

A consultancy project titled 'An analysis of the role of ACE in VET', run in conjunction with the taskforce, was managed by the Commonwealth State Relations Team. The report of the project, *Think Local and Compete*, was widely considered by the ACE sector as a valuable analysis, and helped the taskforce revise the national ACE policy.

Other ACE involvements

The team supported other projects, including the coordination of Adult learners week nationally, and administered a grant to the Australian Association of Adult and Community Education.

ACCESS AND EQUITY

ANTA works to increase access to, and participation in, VET; and to improve training and employment outcomes for people under-represented in VET. ANTA aims to shift the focus in VET (from a broad, national view) to clients and outcomes and away from providers and programs.

Equity 2001 strategy

During the year, the National Policy and Research Team consulted widely regarding possible strategies to redress barriers to participation, and improve outcomes, for specific client groups identified in the National Strategy for VET. Consultations were conducted with State and Territory training authorities, training providers, industry, group training companies, industry training advisory bodies, and representatives of client groups.

The team then produced a report titled *Equity 2001: Strategies to achieve access and equity in vocational education and training for the new millennium*. The report identifies key principles, strategies and outcomes for women, Aboriginal and Torres Strait Islander people, people from rural and remote communities, people with a disability, and people from non-English speaking backgrounds.

Equity performance measures demonstration strategy

To begin action on the Equity 2001 strategy, the team developed the Equity performance measures demonstration strategy. It also provided funds through State and Territory training authorities to improve participation and outcomes for people from groups under-represented in VET and employment.

DISABILITY FORUM

The Disability Forum was established by ANTA to advise the ANTA Board on issues relating to the participation in, and outcomes from, VET for people with a disability.

In April, ANTA funded a part-time Executive Officer to support the work of the forum. ACROD (Qld) was contracted to provide the secretariat for the forum. The forum met in May to revisit past activities, obtain an update on ANTA and VET developments, and to develop recommendations to increase participation and outcomes for people with a disability.

DEVELOPING THE TRAINING MARKET OF THE FUTURE

The establishment of a more effective training market was strongly pursued during the year with ANTA conducting national consultations on a paper called *Developing the Training Market of the Future* with a wide range of government, industry and community stakeholders.

This paper canvassed issues relating to ways to empower demand and improve supply in the training market, as well as the role of government as funder, purchaser, provider and regulator in the market place. Around 1,700 copies of the consultation package were sent to stakeholders across Australia. 500 copies were sent in response to calls for public submissions advertised in December.

Results and issues from consultations held in February and March will be compiled and will continue to be explored in 1997-1998 in the context of the National strategy for VET.

COMMUNICATIONS

During the year, the National Policy and Research Team developed a national communications strategy, to guide ANTA in promoting the benefits of VET and of training opportunities available in Australia. It is based on core activities (for example, *Australian Training*, sponsorship and *Fast Facts*), projects targeted at specific audiences (for example, schools) or initiatives (for example, training packages) and events (for example, conferences, training update seminars and the Australian training awards).

National conference

The second ANTA national conference on vocational education and training was planned and run by the team. It was held in Adelaide in July, with the theme 'Training together'. It was attended by more than 700 delegates including representatives of training providers, business, government, industry and unions. The conference aimed to give participants an opportunity to contribute to the new national strategy, and to showcase best practice case studies from individual enterprises and VET providers.

Australian Apprenticeship of the Year awards

The Australian training awards were first held in 1994 to recognise and reward excellence in Australia's VET system. During the year, the team managed consultants organising the 1996 awards ceremony at the Brisbane Convention Centre. The ceremony was attended by more than 850 people.

For the first time, the team organised a Training update seminar on the afternoon of the awards. The seminar attracted wide interest, with 350 people attending. They included representatives of State and Territory Governments, TAFE, schools, private providers, group training companies, industry training advisory bodies and private enterprise.

Minister Kemp presenting 1996 Australian Apprenticeship of the Year, Miss Ella Wright

Copyright

The Commonwealth State Relations Team conducted consultations with Commonwealth, State and Territory authorities, industry training advisory bodies and major industry bodies on copyright. It also managed a consultancy to further develop national principles for the copyright of VET materials. Draft principles and protocols were then developed for managing crown copyright materials in the VET system. These aim to provide uniformity in managing copyright of materials that are produced with public funds. The drafts will be considered by the Ministerial Council in 1997-98.

5. EFFICIENCY, EFFECTIVENESS AND ACCOUNTABILITY

ANTA AGREEMENT REVIEW

During the year, the Commonwealth State Relations Team participated in the review of the ANTA Agreement, and the negotiation of a new agreement.

NEW BUSINESS ARRANGEMENTS

Under the ANTA Act, each State and Territory training authority produces a yearly training profile, which is a comprehensive plan for providing and supporting VET. Recurrent, capital and growth funds are allocated to authorities on the basis of their training profile.

A key task of the team was to establish, following from the review of the ANTA Agreement, new arrangements for doing business between the Commonwealth and State and Territory training authorities.

The new business arrangements supercede the training profile process and will be the basis on which funds are allocated in future. Through these arrangements, State and Territory authorities will be accountable for their contribution to the development of the national VET system.

Following extensive development, consultation and negotiation by the team, the new business arrangements are being adopted for 1998.

The focus of the new business arrangements are annual national priorities, on which the system focuses for the year, and which form the basis of State and Territory VET plans subsequently implemented by the relevant State/Territory authority. The team consulted extensively with State and Territory training authorities to prepare the 1998 annual national priorities, which were agreed to by the Ministerial Council in May. Work was completed on developing national key result areas (concrete outcomes for the national system for the year, based on the annual national priorities) and draft national, State and Territory performance indicators (measures of achievement against the national key result areas).

MANAGEMENT INFORMATION AND PERFORMANCE MEASUREMENT

Performance Review Committee

During the year, an industry-led Performance Review Committee that included representatives from each State and Territory authority and the Commonwealth, was established to develop comprehensive and long term performance measures for the VET sector; and to complete major research on options for measuring output and efficiency in VET. The National Policy and Research Team provided executive and secretariat support to the committee during the year, producing briefs and papers for committee consideration.

Benchmarking VET reports

In February 1996 (prior to the establishment of the Performance Review Committee), the Ministerial Council had approved the measures used in the 1995 Benchmarking vocational education and training project as an interim set of performance measures.

In July, the *Benchmarking Vocational Education and Training 1995* report was endorsed by the Ministerial Council. The National Policy and Research Team prepared the 1995 report under the guidance of an appointed independent party agreed to by States and Territories.

During the year, the National Policy and Research Team (working under the guidance of the Performance Review Committee) let a comprehensive contract to the National Centre for Vocational Education Research to prepare a similar benchmarking VET report for 1996, including work to ensure data consistency and comparability. The team engaged in consultations with relevant stakeholders to support their work. The *Benchmarking VET 1996 report* is expected to be considered by the ANTA Board in September 1997.

Long term key performance measures for VET are expected to be included in the next national strategy.

Annual national report volumes 1, 2 and 3

The National Policy and Research Team oversaw the preparation of volumes 1, 2 and 3 (the Benchmark Report) of the *1996 Annual national report*. Volumes 1 and 2 provide further information about VET sector achievements nationally and by the Commonwealth and each State and Territory.

Management information system

During the year, the National Advisory Committee on Vocational Education and Training Statistics (NACVETS) was formed to report to the ANTA Board about the development of the national Management Information System (MIS). The MIS collects information on key aspects of the VET system for use by the clients of the system including governments, industry, students and providers.

In December, the committee decided to conduct a review of the MIS. The review started in March and will be completed during 1997-98.

Improvements in the quality of data during the year will reduce the extent of data adjustment in the future. ANTA, through the National Policy and Research Team, contracted the National Centre for Vocational Education Research (NCVER) to provide secretariat services to NACVETS, as well as services for the development and maintenance of the MIS.

The contract with NCVER includes enhancement to the national collection development of a survey program and development of quality assurance mechanisms.

The team also contributed to the development and conduct of ANTA sponsored surveys conducted by the Australian Bureau of Statistics, to estimate the cost and extent of training conducted by enterprises.

The team monitored progress towards the achievement of Finn report targets.

UNIT COSTING AND PRICING

The National Policy and Research Team supports collaborative work on pricing and costing in the VET system through the ANTA Unit Costs Working Group.

During the year, a high priority was to determine training prices to support the implementation of user choice in the funding of off the job training of apprentices and trainees from January 1998. In May, the Ministerial Council endorsed common costing principles for user choice. Work is now underway on pricing principles for other training products, and for capital costs. Other research is also being done into the costs (and what influences them) of flexible delivery in order to allocate resources more efficiently. The team is also looking for alternative units of measurement to student contact hours.

RESEARCH AND EVALUATION

During 1996-97, steps were taken to better link research and evaluation of vocational education and training to the strategic direction of national policy development and implementation.

National Research and Evaluation Committee

A new National Research and Evaluation Committee (NREC) was established by the ANTA Board to operate under the National Centre for Vocational Education Research (NCVER). The committee assumed the management role of ANTA's research program from the ANTA Research Advisory Council, which ceased operations in November.

National research and evaluation strategy

A new national research and evaluation strategy for VET was developed by the NCVER for NREC. A major aim of the new strategy is to ensure the findings of VET research and evaluation can help those in the VET system to improve the quality and effectiveness of VET. The strategy will also help to link ANTA funded research and evaluation programs to system objectives and to other VET research. Effective dissemination strategies for research and evaluation are being developed to support the strategy's objectives. The first funding of research under the umbrella of the new strategy is expected to take place in 1997-98.

ANTA key research centres

At the same time as NREC was formed, ANTA assumed management of key VET research centres from ANTARAC. ANTA manages three fully funded key centres and one nascent centre. ANTA funds the centres to conduct research based on their relevant areas of expertise, disseminate their findings widely to other VET researchers and policy makers, and to develop and promote linkages within the VET research community.

The centres are as follows:

Centre for Economics of Education and Training

The Centre for Economics of Education and Training (CEET) was established in 1992 as a joint undertaking between Monash University and the Australian Council for Educational Research. In 1994, it was selected by ANTARAC as a vocational education and training research centre to undertake work on the economic impact of VET. The research program for the year focused on the economic impact of VET. CEET's work is giving increasing emphasis to the internationalisation of VET. The director of CEET is Professor Gerald Burke.

Research Centre for Vocational Education and Training

The Research Centre for Vocational Education and Training (RCVET) is run through the University of Technology Sydney. RCVET's main area of expertise is in workplace learning and assessment, specifically workplace assessment, workplace training practices, access and equity in workplace training, the integration of different forms of training and the assurance of quality in workplace training. The director of RCVET is Professor Rod McDonald.

Centre for Research and Learning in Regional Australia (CRLRA)

The Centre for Research and Learning in Regional Australia (CRLRA) is run through the University of Tasmania. The mission of this key centre is 'to enhance the effectiveness of learning in regional Australia by conducting and disseminating research'. The centre organises its' research into four program areas including small business, the nature of work, special groups and initial VET. The director of CRLRA is Dr Ian Falk.

ANTA is also funding the new Centre for Vocational Assessment Research, a joint venture between NSW TAFE and University of Melbourne.

ANTA'S RESTRUCTURE

The Resource Policy and Management Team's most significant achievement for the year was to successfully implement the restructure of the Authority. Work included (amongst other things) the administration of entitlements for exiting staff and counselling for exiting and continuing staff; accommodation changes including the closure of the Canberra office; revised computer arrangements; and detailed financial planning.

NATIONAL PROGRAMS AND NATIONAL PROJECTS MANAGEMENT AND COORDINATION

All ANTA teams work together to ensure that expenditure of national programs and national projects funds furthers the development of the VET system nationally.

The Resource Policy and Management Team coordinates the management and financial administration of national programs and national projects. This work includes:

- developing, maintaining and periodically reviewing policies, guidelines and administrative procedures, to public sector best practice standard
- preparing reports on allocations and expenditure to management and the ANTA Board.

The Authority places a high priority on the efficient and effective management and co-ordination of national programs and national projects. The Authority is in the process of reviewing many of its procedures and policies for national programs and projects. A special internal project group led by the team with a specific reference to improve national programs and national projects management was established, and their findings acted on.

FINANCIAL MANAGEMENT

Financial procedures review

During the year, the Resource Policy and Management Team reviewed several of the Authority's financial procedures. Review of the payment approval process resulted in a more efficient and quicker turnaround of incoming invoices, and the design of new template forms for the payment process.

Maintenance of the Grants administration management information system

The team maintains and operates the Grants administration management information system (GAMIS), a financial management tool designed for ANTA. The system records commitments against projects, payment details and progress against milestones.

GAMIS use was extended to the Melbourne office during the year, so that all national programs and national projects funded by the Authority are recorded on GAMIS. Additional reports were developed, on request and in consultation with users during the year, to assist in management reporting.

Financial management information system

The Authority uses the Financial management information system (FMIS) as its general ledger system. FMIS is a full accrual account system processing all receipts, payments, assets and liabilities and incorporates the fixed assets register.

Budgetary management

For the first part of 1996-97, the team was involved in in-depth financial analysis due to the restructure. After that, the team reviewed the budget reporting process, which has resulted in more timely reporting to senior management and the ANTA Board.

Despite a budget cut, the Authority came within budget for operating expenditure during 1996-97.

INFORMATION TECHNOLOGY

The Resource Policy and Management Team provides the information technology system and services that support ANTA's operations. There is some outsourcing of specialised functions such as applications development.

As part of a three year replacement program, many personal computers were replaced or upgraded, including installation of Windows 95. Lotus Notes was provided and systems developed to support a work management system, including access to corporate information.

An internet site was developed, giving public access to information about ANTA. Access to external electronic mail was also provided. Basic video conferencing facilities were installed and used for inter office communications and meetings with external agencies.

An information technology disaster recovery plan was formalised.

HUMAN RESOURCES

The Resource Policy and Management Team provides human resources services, including the development of policies and practices, the provision of personnel services and the co-ordination of staff development.

Measures of their success are ANTA's effective and flexible workforce, and staff satisfaction with the management and processing of personnel matters.

Staff development strategy

During the year, the team developed a staff development strategy. This identifies requirements of both ANTA and the individual, and links closely with the performance management system. Training is provided both off-the-job and on-the-job.

Joint Consultative Council

A Joint Consultative Council comprising ANTA management and union members met regularly to consider various management issues of workplace relations. Most of their work related to ANTA's restructure and downsizing, which involved an extensive consultation process with staff. Many council meetings were convened to ensure each step of the process was understood and agreed.

The Council continued to meet about quarterly to address ongoing issues.

Occupational health and safety

During the year, ANTA's internal Occupational Health and Safety (OHS) Committee finalised an OHS policy and agreement. This involved consultations within ANTA, and with the Community and Public Sector Union through the Joint Consultative Council.

ComCare reviewed ANTA's compliance with occupational health and safety legislation. Their report identified a number of areas for improvements, which were addressed.

Human resources management information system

During the year, the Resource Policy and Management Team implemented a human resource management information system.

Graduate and trainee recruitment program

The team supervises a graduate and trainee recruitment program. Graduating students are recruited directly from local universities. During the year, four new graduates and two trainees were employed by ANTA.

CORPORATE SUPPORT

The Resource Policy and Management Team provides general corporate support, including quality improvement initiatives and continuous improvement of systems and services.

Canberra office closure

As a result of the restructure of the Authority early in the year, the team was responsible for closing the Canberra office and changes to the Brisbane office, with the subsequent subletting of previously accommodated floor space.

Work management system

The team maintains ANTA's Work management system, which sets (and monitors performance against) work priorities in line with the annual priorities determined by the Board. During the year, the team computerised the system, which allows for much more frequent updating and monitoring of project and resource information. Reports on progress against the work priorities were prepared monthly for the Executive.

Administrative, executive, secretariat and operational policies

During the year, the team updated ANTA's administrative, executive, secretariat and operational policies (AESOP) and made them available electronically to all staff.

QUALITY MANAGEMENT COUNCIL

During the year, ANTA established the Quality Management Council with representatives from all parts of the Authority.

Internal project groups were formed to review the effectiveness of ANTA's internal communications, and the effectiveness of ANTA's management of external projects.

A climate survey was conducted by consultants to identify other areas for improvement within ANTA. At the end of the year, key improvement projects were being considered by teams and management.

A review was started by consultants of ANTA's performance management and reward systems, with the intention of moving to a more teams based approach.

The Resource Policy and Management Team drafted a client service charter which outlines best practice for the provision of services to the rest of the Authority. This is the first step in preparing a service charter for ANTA as a whole.

ANTA'S FUNDS DISTRIBUTION

During 1996-97, ANTA distributed $880.9 million to the VET sector via expenditure under the *Vocational Education and Training Funding Act 1996* and $88.7 million as Section 11 payments to national program recipients. These included State and Territory training authorities, industry training advisory bodies and training providers.

For purposes of the distribution of, and accounting for, funds, ANTA is within the Employment, Education, Training and Youth Affairs portfolio. The following table shows ANTA's position in the Department of Employment, Education, training and Youth Affairs (DEETYA) program structure.

TABLE 1: DEETYA PROGRAM STRUCTURE

Department of Employment, Education, Training and Youth Affairs	
Sub program 3.2: Australian National Training Authority	
Sub program	Components
3.2 Australian National Training Authority	3.2.1 *VET Funding Act 1996*
	3.2.2 National programs
	3.2.3 Operating budget
	3.2.4 Australian Student Traineeship Foundation
	3.2.5 AVTS National Transition Program

The Resource Policy and Management Team makes payments and coordinates the reporting of all funding under the VET Funding Act and national programs. The team responsible for the outcomes expected from each allocation manages the programs and projects funded, or manages the relationships with the bodies which receive funding. This includes:

- analysing funding proposals from State and Territory training authorities, group training companies, industry training advisory bodies and the many other organisations that make proposals
- recommending the distribution of funds
- managing funded projects
- analysing the outcomes achieved from the funding allocated
- developing funding proposals in line with the national principles.

VOCATIONAL EDUCATION AND TRAINING FUNDING ACT 1996

RECURRENT FUNDS

Under the VET Funding Act, the Commonwealth provides recurrent funds as operational support funds to the States and Territories. The following table shows the actual and planned distribution of recurrent funds in 1996 and 1997. Note that figures are for ***calendar***, not ***financial***, years.

TABLE 2: RECURRENT FUNDS PER STATE OR TERRITORY (CALENDAR YEARS)

Recurrent funds per State or Territory	**1996 ($m)**	**1997 (planned)($m)**
New South Wales	196.414	223.221
Victoria	140.554	160.533
Queensland	94.032	109.129
South Australia	46.059	52.723
Western Australia	52.999	61.190
Tasmania	16.539	18.888
Northern Territory	6.383	7.534
Australian Capital Territory	11.590	13.348
National projects (see further detail below)	37.800	23.000
Interstate co-operative projects	10.000	-
Publication of TAFE statistics	.212	.212
Total	**608.323**	**669.778**

The above figures do not include 1996 allocations and 1997 planned expenditures for additional traineeships.

Recurrent funding categories are as follows.

Base recurrent

The Commonwealth provides recurrent funds to support the VET system, predominantly to purchase training places.

Growth

In 1997, the Commonwealth provided $81.997 million in growth funds, of which $20 million was available for VET in schools, and the remainder to purchase additional training places. It is anticipated that growth funds will provide an additional 7.1 million annual hours curriculum in 1997, and 43,000 enrolments.

Recurrent literacy

ANTA distributes $7 million of Commonwealth funds under the recurrent literacy program. States and Territories report training delivery and other literacy initiatives

purchased with these funds. In 1997, 1,016,888 hours of training are expected to be purchased with these funds.

VET in schools

Commencing in 1997, $20 million of ANTA VET funds are available each year over a four year period to schools to provide for the enhancement of VET program development, course advice and support materials; and for the integration of VET courses into secondary certificates. Guidelines and funding principles (which have been endorsed by the Ministerial Council) focus funds on the implementation of apprenticeships and traineeships in schools.

Additional traineeships

Funding for additional traineeships is provided to help State and Territory training authorities fund off the job training over and above the traineeships funded under other recurrent sources. In 1996, $22.68 million was provided in relation to an additional 32,000 trainees. In 1997, $21.5 million is available.

CAPITAL FUNDS

Under the VET Funding Act, capital funds are provided to the States and Territories. States and Territories consider their capital funding requirements as part of their long term strategic planning, to ensure that they will have the facilities to meet their future needs. They provide a comprehensive plan of infrastructure expenditure for each calendar year for Commonwealth, State and Territory funds, with indicative expenditures for the following two years. Their plans cover all capital requirements (including major and minor works, planned equipment acquisitions and site acquisitions).

The following table shows the actual and planned distribution of Commonwealth sourced capital funds in 1996 and 1997. Note that figures are for ***calendar***, not ***financial***, years.

TABLE 3: ALLOCATION OF COMMONWEALTH SOURCED INFRASTRUCTURE FUNDING FOR 1996 AND 1997

Building, equipment and child care	1996 ($m)	1997 (planned)($m)
New South Wales	76.827	62.640
Victoria	55.311	45.000
Queensland	36.969	30.600
South Australia	17.715	14.400
Western Australia	19.720	16.200
Tasmania	5.710	4.680
Northern Territory	3.962	3.600
Australian Capital Territory	3.300	2.880
Industry based skill centres	6.836	10.000
Skill centres for school students	n/a	5.000
Aboriginal and Torres Strait Islander facilities	1.141	5.000
Total	**227.521**	**200.000**

Capital funding categories are as follows.

Buildings, child care centres and equipment

A major part of capital funding is in this category. The largest part of this funding is for the construction of new TAFE colleges, for additional facilities for existing colleges and, increasingly, for the refurbishment or rationalisation of facilities. In addition, $40.3 million is also being provided in 1997 for the purchase of equipment by TAFE colleges ($36.406 million in 1996).

Skill centres

$10 million is being provided in 1997 to continue development of industry or enterprise based training facilities, known as skill centres. The aim is to increase industry involvement in the development of a broader, more competitive training market; and to create more VET providers and more student places. In 1996, $6.836 million was provided for 27 approved projects.

Aboriginal and Torres Strait Islander facilities

Fund are provided under the VET Funding Act to independently managed Aboriginal and Torres Strait Islander training providers, to assist them in the expansion or refurbishment of training facilities.

$5 million has been allocated from the $15 million earmarked for expenditure between 1996-98 for the construction of approved Aboriginal and Torres Strait Islander facilities for the private VET sector.

Skill centres for school students

$5 million has been allocated to develop skill centres for school students. These centres will increase VET opportunities for year 11 and 12 students, and help students adapt to new technology.

NATIONAL PROJECTS

Funds are provided for national projects to develop and promote VET, according to priorities and broad objectives agreed by the Ministerial Council.

National projects were funded under broad streams relating to the following categories of outcomes for the VET system:

- national vocational education and training system development
- research and evaluation
- training market development
- provider development
- communication: training market support.

During 1996, some national projects were managed by the States and Territories. In 1997, this function was performed by ANTA or the National Centre for Vocational Education Research. The following table shows the allocation of national project funds. Note that figures are for ***calendar***, not ***financial***, years.

TABLE 4: NATIONAL PROJECT FUNDS (CALENDAR YEARS)

National project	1996 ($m)	1997 (planned)($m)
Information system development	5.300	5.300
User choice pilots	7.000	.500
Best practice in VET recognition scheme	5.000	3.000
Quality assurance	-	1.000
Professional development	3.200	1.000
Flexible delivery	-	2.000
ABS surveys	.7001	.350
Adult literacy and numeracy	2.100	2.000
Research and evaluation	2.750	2.650
National strategy development	-	.300
Australian training system support	1.300	3.600
Equity measures	2.500	-
National response from the VET sector to Commonwealth policy statements	2.800	-
National curriculum development	3.150	-
Training package development	1.000	-
International activity	.350	-
VET in schools	.150	-
Contingencies	.500	-
Total	**37.800**	**23.000**

NATIONAL PROGRAMS

National program funds are allocated under the Commonwealth's Appropriation Act No 1 and are distributed via section 11 of the ANTA Act. They are targeted to the demand side of the vocational education and training equation to facilitate the introduction of quality vocational education and training responses within industry, and the implementation of training by industry.

In 1996-97, changes were made to national program funding headings to more accurately reflect the nature and purpose of the funds. The following table shows the distribution of national program funds. Note that figures are for ***financial***, not ***calendar***, years.

TABLE 5: NATIONAL PROGRAM FUNDS (FINANCIAL YEARS)

Program	1995/96 ($m)	1996/97 ($m)
Skill centres[4]	3.176	.409
Equity development and training innovation[5]	-	3.476
Gender equity in training	1.648	-
Adult & community education / AAACE	.591	-
Training development and innovation	2.028	-
Group training schemes	5.906	8.800
Training packages	-	13.629
Competency standards development, assessment arrangements, teaching materials	5.616	-
Industry training advisory bodies[6]	21.512	17.006
Australian Students Traineeship Foundation	13.100	9.901
Work placement coordinators in schools	-	7.500
Australian Vocational Training System	21.671	-
ATS transitional funds for AVTS (NTP)	5.000	22.717
Total	**80,248**	**83,438**

[4] The National Skill Centres Program was phased out in 1996-97. Only outstanding commitments are to be funded during 1997-98. Future proposals will be funded from capital funds, under the VET Funding Act.

[5] This was a new program in 1996-97, bringing together initiatives around innovative industry based approaches, equity initiatives, adult and community education and AACE. This provided the opportunity for ANTA to strengthen the equity focus in its programs.

[6] ANTA provides funds to bodies declared as national industry training advisory bodies (ITABs). In 1996-97, funds were provided as operational support grants. In future years, funds will be provided under service contracts.

Appendix 1 Working Priority Tasks

INTRODUCTION

The Need for a 'National Skills Pool'

In 1996 our industries and enterprises are increasingly reliant on highly skilled employees to help capture the competitive edge in both established, and new markets. One of the primary reasons for pursuing a National Vocational Education and Training System is the need to facilitate development of a high quality, national skills pool to assist business achieve the sort of 'bottom line' performance that will increase Australia's wealth and create jobs for its citizens. To ensure the effective operation of this national skills pool, there is an increasing need for a common skills 'currency', one which will maintain relevance and marketability between firms and industries, and across borders.

Context

To participate in today's labour market young people require some form of post-compulsory education or training, and it is society's expectation that Government should assist in this initial skill development process.

As the value of skills and knowledge has gained in importance, so too have the structures and mechanisms which support their development. It is imperative that firms investing in skills have confidence in the system responsible for their formation and recognition, and that the system is sensitive to the commercial realities of such investments. Likewise, individuals need to feel confident that a personal investment in training will be recognised, and valued, by potential employers.

The ability of Government to effectively shape market operations, respond to market failures and promote equity in vocational education and training, is increasingly dependent on the collaborative efforts of stakeholders, committed to the creation of an appropriately flexible and responsive VET system of world-class standing.

ANTA's Role

In facilitating the further development of Australia's system of vocational education and training, the ANTA Board has proposed that ANTA should act with authority in providing advice to Ministers in certain areas, and should act in a determinative manner in limited circumstances, such as the endorsement of competency standards.

While ANTA would be fully responsible for any such functions, they would be carried out in a collaborative and consultative manner with relevant stakeholders.

Core activities proposed for ANTA would essentially be in the following five areas:

- National Strategy and reporting on outcomes
- Advice on the distribution of Commonwealth funding between the States
- Oversight and continuing development of the National Framework
- Policy review, evaluation and research on national priorities
- Major national initiatives agreed by Ministers from time to time

ANTA's role could also extend to facilitating cooperation between the States and Territories and the Commonwealth. Where States and Territories have established authority to act under the Agreement, they would be accountable only for results.

ANTA's Work Priorities

ANTA's 1996/97 Work Priorities have been formulated against such a proposed role. They emphasise the Authority's contribution to the further refinement of Australia's system of vocational education and training to support the development of world class skills, and to equip businesses and individuals with the ability to respond quickly to changes in economic and labour market conditions through access to an effective national skills pool.

Today, VET system clients are demanding greater influence and direction over the training outcomes they require, and the infrastructure currently supporting the national VET system ***(policies, resources, standards, quality assurance arrangements, information and delivery mechanisms)*** must respond.

ANTA's six work priorities for 1996/97, outlined below, reflect the Authority's strategic role in developing a National Vocational Education and Training System that can deliver worthwhile, credible outcomes for enterprises and individuals alike.

1. Industry Leadership
2. MAATS Implementation
3. National Framework
4. National Strategy
5. Efficiency, Effectiveness and Accountability
6. ANTA's Structure and Management

Legend:	
C/SR	Commonwealth/State Relations
NP&R	National Policy and Research
RP&M	Resource Policy and Management
IR	Industry Relationships
NF	National Framework

1. Foster industry leadership to guide development of a world class vocational education and training system to support business involvement in structured training

1.1 A stronger role for industry in the development of delivery and funding priorities, towards increased enterprise involvement in vocational education and training.

- Greater scope for the strategic involvement of industry in determining training requirements. Training Packages and related User Choice arrangements developed and agreed by March 1997.
- Development of industry advisory arrangements that are led by industry, representative of enterprises, and add value. Implementation completed by December 1996.

1.2 Products and training services are designed to meet industry and enterprise requirements for existing workers, as well as those undertaking entry-level training.

- Scope to customise Training Packages at the local level agreed and implemented by December 1997.
- Accurate and relevant information on training products and services is available to firms. National Training Information Service developed and implemented.

1.3 The specific training needs of small business are addressed.

- National Policy Statement and Strategy for Small Business Training agreed by States and Territories in 1996.
- Specific initiatives to meet the training needs of small business incorporated in system funding for 1997.

Projects	**1.** Small Business: Strategy and Action Plan (NP&R & IR)
	2. Training Packages - Development of priority packages and incorporation of NTP Projects (IR)
	3. Management of relations with industry funding: arrangements and negotiation of priorities (IR)
	4. Training Brokerage (IR)
Ongoing Activities	**1.** National Programs

2. Improve entry-level training arrangements, and achieve more effective implementation of training reform, through development of the Modern Australian Apprenticeship and Traineeship System (MAATS)

2.1 Achieve desired training outcomes through necessary changes to existing regulatory arrangements.

Recognition and Quality Assurance

- Regulatory and administrative arrangements at State and Territory level support an industry-led system.
- Training Packages, founded on nationally endorsed industry or enterprise competency standards and national qualifications, enhance operation of the National Framework.
- Transparency and mutual recognition established for State and Territory quality assurance systems by end of 1996.
- Quality assurance used to underpin training recognition arrangements and support delegation/devolution processes.

2.2 Work with States and Territories to empower system clients to drive change through choice and flexibility in training delivery.

Training Market Development

- Administrative arrangements for implementation of User Choice finalised in 1997 for full implementation as of 1 January 1998.
- Discussion paper on *Development of the Training Market* accepted by MINCO for consultation by November 1996.
- Clear policy directions established by MINCO for future development of the training market and the public provider by June 1997.

Flexible Delivery

- Resource allocation model for flexible delivery agreed by States and Territories through Unit Cost Working Party by February 1997.
- Facilitate specific project work on key elements of the system to remove barriers to flexible approaches.

continued...

2. Contribute to the achievement of improved entry-level training arrangements, and more effective implementation of training reform, through development of the Modern Australian Apprenticeship and Traineeship System (MAATS)

continued...

2.3 Ensure public effort supports Australia's economic development through industry relevant vocational education and training delivery, and the encouragement of enterprise investment and participation.

Expansion of Traineeships/Apprenticeships

- Development of a Group Training Company strategy to promote growth in traineeship/apprenticeship arrangements.
- Further develop ANTA's work in projecting future industry demand for apprenticeships/traineeships.
- Keep NETTFORCE Training Companies and Contracted Entry Level Training Agencies informed of ANTA's progress with MAATS.
- Effective contribution to the development of a MAATS Marketing Strategy.

Industry Relevant Training

- Forge appropriate links between the ongoing activities of the National Transition Program and the development of MAATS related products and services.
- Development of the provider/client relationship is promoted through the design of administrative arrangements for MAATS, including the devolution of operational responsibilities to providers wherever possible.

Projects	**1.** Quality Assurance Arrangements including regulation, mutual recognition and audit (NF)
	2. Development of Training Package policy (NF)
	3. User Choice - agreement on policy, administrative arrangements and resolution of other issues (NP&R)
	4. Training Market - policy developed for National Strategy (NP&R)
	5. Flexible Delivery: management of implementation projects (C/SR)
	6. Costing of MAATS, implementation, inc. projecting demand (C/SR)
	7. Group Training: Agreement to a strategy for growth. (C/SR)
Ongoing Activities	**1.** National Projects

3. Develop and gain acceptance for an enhanced National Framework which facilitates industry leadership and achieves worthwhile outcomes for industry, enterprises and individuals

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3.1 Refine current regulatory and administrative principles and processes underpinning nationally recognised training outcomes.

- Unnecessary regulatory and administrative barriers to implementing agreed training packages are removed, through delegating and devolving power and responsibilities under agreed quality assurance arrangements.
- An up-to-date data base providing access to a national register of standards, learning materials and providers, is nationally available.

3.2 Structured and workplace learning, based on endorsed industry or enterprise competency standards and appropriate assessment, are linked to the Australian Qualifications Framework.

- Increase in the number of firms undertaking training linked to the Australian Qualifications Framework

3.3 Appropriate steps are taken to ensure rapid adoption of the National Framework by all stakeholders.

- Guidelines and performance standards are established for key regulatory and educational features of the VET system.
- Appropriate marketing mechanisms are developed for the new framework and its products, to assist utilisation by industry and enterprises.
- Advice from industry shows that products and services are meeting enterprise needs.

Projects

1. Industry-based assessment, including Skills Passports and costs of assessment (NF)
2. National Training Information System (National Register) (NF)
3. Australian Recognition Framework: implementation through AQF Articulation and Credit Transfer (NF)

4. Work with stakeholders in developing nationally agreed strategic policy directions to underpin system planning, delivery and resource allocation activities

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4.1 Secure stakeholder commitment to a National Strategy which will establish strategic goals for the vocational education and training system from 1997 to 2000, and provide clear accountability for the achievement of these goals.

- Development of a vision for VET over a ten year period for consideration by Ministers in the context of the National Strategy.
- Formulation of proposals for new areas of provision consistent with Australia's economic development.
- An appropriate and continuing focus on the achievement of worthwhile training outcomes for individuals with specific support needs is reflected in the National Strategy.
- National Strategy and Implementation Plan endorsed by MINCO in March 1997.
- Agreed State/Territory implementation objectives for first year of National Strategy finalised by June 1997.

Projects	**1.** Development and implementation of the National Strategy - vision, coordination of various inputs and consultation (NP&R)
	2. Equity - Implementation of agreed strategy (NP&R)
	3. Develop Information Programs to communicate agreed strategic direction (NP&R)
Ongoing Activities	**1.** Adult and Community Education
	2. Special Events

5. Develop measures to guarantee greater Efficiency, Effectiveness and Accountability within the National Vocational Education and Training System

5.1 Participate in ongoing processes to inform the Review of the ANTA Agreement and the clarification of ANTA's role within the national VET system.

- A clear position on the future character of the ANTA arrangements and the most appropriate role for ANTA within the national VET system, is developed by the Board and communicated to key stakeholders.
- The processes in place to determine the future ANTA arrangements are informed, to the maximum extent possible, by the ANTA Board's position on relevant issues.

5.2 Refine system planning and accountability arrangements to reflect clearer delineation in roles and responsibilities and closer alignment with agreed national objectives.

- From December 1997 States/Territories are accountable at the national level for their contribution to the national framework, their support of the national system and their national commitments, as opposed to operational matters and training delivery for which they are accountable at the State level.
- The planning and accountability instruments for the national system, being the National Strategy, annual national priorities document and State response to those priorities, are operating effectively from January 1998.
- By November 1996 responses to national priorities, ie MAATS and User Choice, are successfully negotiated, with ANTA's advice to the Commonwealth Minister having influenced the extent of implementation by States and Territories over the period.
- ANTA provides informed, timely and strategic advice to the Ministerial Council on issues related to the development of the National Strategy and annual national priorities, and on the State/Territory responses to those priorities.

continued...

Ongoing Activities	**1.** Maintenance of Effort
	2. Annual Performance Report

5. Develop measures to guarantee greater Efficiency, Effectiveness and Accountability within the National Vocational Education and Training System

continued...

5.3 Continue to pursue the availability of reliable system data to inform and guide change within the VET sector.

- Development of performance measures, and their application to system improvement, completed by March 1997.
- Develop, with the States and Territories, streamlined management of management information systems to improve the quality of data and its use.
- Best Practice identified against criteria agreed between States and Territories and linked to benchmarking and performance improvements.

5.4 Contribute to the establishment of clear funding guidelines that reflect agreed system objectives and enable the evaluation of performance.

- Facilitate agreement with the States and Territories on costing and pricing issues, the use of unit costs, national benchmark costs and the role of costing and pricing in VET funding models.

5.5 Ensure national policy development and implementation is informed by appropriate research and evaluation activities, and benefits from industry input and direction.

- Effectively link ANTA funded research and evaluation program to system objectives and other research in VET.
- Develop effective dissemination strategies for quantitative and qualitative research and evaluation.

Projects

1. Participation in negotiation of new ANTA Agreement (C/SR)
2. Identification and negotiation of agreed annual national priorities (C/SR)
3. Development and negotiation of Business Arrangements with States (C/SR)
4. Capital Planning, administration and evaluation (C/SR)
5. Research and Evaluation Priorities (NP&R)
6. National Information System Development (NP&R)
7. Development and reporting against KPMs, including Annual National Report (NP&R)
8. Unit Costing and Pricing (NP&R)
9. Best Practice and Performance Improvement (NP&R)

6. Develop the Authority's structure and management to facilitate achievement of national VET system objectives

6.1 An operational structure which reflects alterations in ANTA's operating environment will be successfully implemented, and will include:

- Well understood management and reporting arrangements.
- Appropriate corporate and individual development strategies to promote cohesive team arrangements and improved organisational morale.
- Improved processes for the management of projects and activities within the work management system.

6.2 Clearer alignment of inter-related functions within ANTA's team -based approach to work management, evidenced through

- Improved quality outcomes measured through the Quality Matrix.
- Demonstrated improvements in service to, and relationships with, client groups as a product of consolidations of roles in the new structure.
- Fully effective teams with a clear understanding of their roles, responsibilities, and relationship to the work of other teams.
- Clear linkages between approved ANTA projects and the work of teams.

Ongoing Activities	**1.** Financial Operations (inc. project and program payments)
	2. Management of Office Systems
	3. Quality Initiatives
	4. Professional Development
	5. Human Resources
	6. Corporate Support
	(Plus involvement from all ANTA staff)

Appendix 2 Work completed according to work priorities

Priority	*Outcomes achieved*
1. Industry leadership	
1.1 Strategic role for industry in determining training requirements	• development of training packages is being steered by industry, with the outcome being products based on industry and enterprise needs • approaches to seeking a wide range of industry input have been enhanced through wider distribution of information, requests for input and involvement in forums, both directly by ANTA and ITABs • role of ITABs has been redefined to include core roles being the development of training packages, provision of strategic advice on industry training needs, and marketing of nationally recognised training
Development of industry advisory arrangements	• outcomes of the review of industry advisory arrangements has led to an increase in declared ITABs from 18 to 22. By the end of 1997, the two bodies are still being worked with to facilitate restructuring and declaration will be resolved • restructuring of ITABs to improve representation from industry and enterprises is occurring and will be maintained through biennial reviews • specific industry sectoral interests have been recognised and reflected in new arrangements • funding relationship with States and Territories for their industry advisory arrangements has been renegotiated to incorporate new role definitions and reflect a cut in Commonwealth funding
1.2 Training packages	• Training packages will result in products and training services designed to meet industry and enterprise needs for existing workers and those undertaking entry level training • to date, 61 training package proposals have been approved to be funded to undertake market research into the scope of the package, the apprenticeship and traineeship pattern emerging in the industry, and the actual products enterprises and training providers want.

	All industry areas are expected to be funded to develop their packages by the end of 1997 • an approach to customisation of training packages has been developed and agreed at the official level, and is being circulated for wider reaction in industry as part of the Guidelines on Training Packages developed by ANTA • projects are being strongly encouraged to ensure flexibility in the packages developed, and are required to seek enterprise and provider validation of outcomes in June 1997 • continuing contribution to, and support of advisory forums, in particular advice from the Aboriginal and Torres Strait Islander Peoples Training Advisory Council and the ANTA Disability Forum
National Training Information Service (NTIS)	• NTIS to be accessible via the internet by August 1997 and further information will progressively go on-line • policy on extent of information to be accessible being determined by NTFC
1.3 Small business strategy and initiatives	• consultations on small business strategy completed and final report considered by the Board. Policy advice to be provided to States and Territories through a published monograph • arrangements for cross-government approach to supporting small business negotiated with Department of Industry, Science and Technology, DEETYA, and Office of Prime Minister and Cabinet. Remaining issues incorporated into national strategy
2. Improved entry-level training arrangements through MAATS	
2.1 Recognition and quality assurance	• Training package policy paper agreed at November 1996 MINCO meeting • transition and implementation arrangements under development • endorsement procedures and customisation policy for training packages agreed by NTFC • simplified document on National Training Framework completed and distributed

	• guidelines for training package developers endorsed by NTFC and ANTA Board and distributed to ITABs and training package developers • general advice on training packages, including articles and case studies, prepared and distributed • principles and framework for consistent application of NTF within senior secondary VET programs, under development • broad consultations undertaken in relation to the development and implementation of training packages
2.2 Training market development	• consultations on Developing the training market of the future completed • report on consultations for Ministers to be considered by Board in August 1997 • policy advice in support of the national strategy being prepared on the basis of outcomes from the consultations
Flexible delivery	• National principles for flexible delivery approved by Ministers in November 1996 • Flexible delivery implementation plan developed from recommendations of National Flexible Delivery Taskforce and endorsed by ANTA CEOs in February 1997 • projects for the implementation plan established, including a number of research and documentation projects undertaken by States and Territories. Outcomes from the $2m implementation plan will include development of technology standards, evaluation of new technologies, establishment of networks and development of resource allocation models for flexible delivery • Unit Cost Working Party has established field teams in research sites to develop resource allocation models, for the analysis of cost elements and cost drivers of flexible delivery
2.3 Expansion of apprenticeships / traineeships and	• National policy framework for New Apprenticeships completed and agreed by

Industry relevant training	Ministers. Ministers agreed that implementation of the national policy framework will be progressed through a series of bilateral negotiations with States/Territories. Outcomes of these negotiations to be considered by Ministers in November. • major points of regulation and resourcing arrangements for New Apprenticeships have been identified and agreed • Ministers noted the model training agreement and agreed to the national application of the national characteristics and outcomes of the model. • National principles for group training endorsed by MINCO in May 1997. Work to implement these principles, focussing on the development of a new national funding approach, has commenced. Guidelines for New Apprenticeships in schools endorsed by MCEETYA and MINCO. Implementation of the agreement on the $20m in funding to be distributed to State and Territory school systems, through agreements with State and Territory training authorities is proceeding • framework for user choice policy and administrative arrangements agreed by Ministers. States/ Territories moving towards implementation by 1 January 1998 with NSW currently reserving its position in relation to user choice generally • discussions with NETTFORCE Secretariat, over future relationships between ITABs and ITCs to improve the effectiveness of training reform implementation are continuing. • national marketing models for New Apprenticeships and training packages developed.
3. Develop and gain acceptance for enhanced National Framework	
3.1 Refine current regulatory and administrative principles	• ARF policies relating to national standards, performance measures, operational protocols for monitoring and auditing, fees for registration and procedures for non-compliance, are being negotiated with States/Territories • arrangements in place to provide financial

	assistance to States and Territories to re-engineer their recognition systems for implementation of NTF • *also refer 2.1*
3.2 Workplace learning and assessment	• based assessment models for metal and engineering, hospitality, building and construction, telecommunications - customer premises cabling, automotive, clerical administrative, culture and recreation and light manufacturing (furnishing, textile, clothing and footwear and allied industries) completed and being used to inform training package development • industry based assessment models nearing completion include: mining, electrical and electronics, insurance • work progressing on skills passport system, costing and funding model for industry based assessment and impact of competency based assessment on credit transfer and articulation arrangements
3.3 Adoption of NTF	• ARF and training package policies, prepared and agreed in principle by MINCO • NTF overview document published and distributed • supplementary guidelines for AQF prepared for consultations with States/Territories and industry • *also refer 1.1 and 1.2*
4. Working with Stakeholders	
4.1 Development of the national strategy	• vision statement from State and Territory CEOs finalised and agreed by CEOs. Industry leaders statement on the future of VET finalised • Ministers endorsed format for national strategy along with a mission, objectives and outstanding issues • consultations on national strategy issues to commence in August 1997 for final presentation to Ministers in November

Adult and community education and access and equity	• continued support through participation in the MCEETYA ACE Taskforce and concentration on research projects, national coordination of Adult learners week, and a grant-in-aid to the Australian Association of Adult and Community Education • MCEETYA ACE Taskforce reviewed and revised national policy on adult and community education which was endorsed by Ministers at MCEETYA in June 1997 • continuing contribution to, and support of advisory forums, in particular advice from the Aboriginal and Torres Strait Islander Peoples Training Advisory Council and the ANTA Disability Forum
Special events	• Australian training awards held in November 1996 • second Training update seminar conducted in July 1997 with over 800 participants
5. Efficiency, effectiveness and accountability	
5.1 Review of the ANTA Agreement	• revised draft agreement to be considered by Ministers on 29 August 1997
5.2 New business arrangements	• States/ Territories accountable for user choice implementation via addenda to State/ Territory training profiles for 1997 • New business arrangements with States/ Territories are positioned for full implementation by the end of 1997, subject to the finalisation of the ANTA Agreement. Annual national priorities for the system, for 1998, have been agreed and adopted by States/ Territories in current planning processes • National key result areas and draft performance indicators, at both State/ Territory and national levels, have been developed by a representative group from States/ Territories, the Commonwealth and ANTA and will be used as the framework for State/ Territory responses. State/ Territory responses will be provided to ANTA in late August 1997, clearly demonstrating commitments and anticipated levels of achievement for 1998

5.3	**Management information and performance measurement**	• Performance Review Committee report to be finalised in August 1997 outlining proposed KPMs for the system and analysis of *Benchmarking VET 1995* • *Benchmarking VET 1996* to be considered by PRC in August 1997 • technical work on validity of appropriate output and efficiency measures has commenced • consultations with State/Territory on the management information system review conducted by NCVER with a view the final report to be published September 1997 • comparability of financial and activity data collection between States and Territories achieved • 44 proposals from States/ Territories to demonstrate best practice in VET under consideration
5.4	**Unit costs and funding guidelines**	• principles and methodology for States and Territories to establish unit costs under user choice agreed • work on refining initial unit costs set by States and Territories is progressing for completion by January 1998 • work on including capital in unit costs, appropriate resource allocation and costing techniques for flexible delivery and unit costs in training packages continuing
5.5	**Research and evaluation**	• Research and evaluation strategy for NREC approved • nine policy stocktakes to form a basis for future research and evaluation projects completed • contracts including performance agreements and workplan finalised with all key centres • dissemination strategy under development
6. ANTA's structure and management		
6.1	**Operational structure and work management**	• structure implemented in October 1996 has proven an effective arrangement for management of core functions, and particularly in the management of external relationships

		• Quality Management Council is oversighting a review of the performance management system, with a pilot of the new system commencing in July. The system will be team based (vs individual) and will interface with the work management system and current processes for individual performance management • monthly management meetings which focus primarily on internal management arrangements, implemented • Executive management group meetings, to focus on external business priorities, implemented
6.2	**Quality matrix team effectiveness**	• Quality Management Council was formed in 1996 to oversight quality initiatives within the organisation. This Council has agreed to put aside the earlier quality matrix model and focus on identifying specific priority project to promote quality improvements • organisational climate survey completed and management and teams are currently identifying major issues for improvement • review of performance management system underway • two major quality projects in progress focussing on internal communications systems and processes for managing national projects and programs • Business development strategy to improve the overall systems and processes for the organisation, developed

Appendix 3 Staffing Statistics

Core operative staff details

In the 1996-97 year, ANTA's core operative staff were reduced from 137.2 to 98.1 positions.

The following table provides details of staff by level, location and gender.

TABLE 6: ANTA STAFF BY LEVEL, LOCATION AND GENDER AT 30 JUNE 1997

Level	Brisbane	Melb.	Total Male	Total Female	Total Core Staff 30/6/97	Total Core Staff 30/6/96
Chief Executive Officer	1	0	1	0	1	1
Senior Executive Level A	1	1	2	0	2	3.6
Senior Executive Level B	5	2	5	2	7	10
Principal Project Officer	14	5	9	10	19	26
Senior Project Officer	23.3	7	11	19.3	30.3	35.6
Project Officer Level 3	25.8	3	6.8	16	22.8	30
Project Officer Level 2	9	5	1	13	14	27
Project Officer Level 1	2		1	1	2	4
Totals	81.1	23	36.8	61.3	98.1	137.2

Equal employment opportunity

At 30 June 1997, the approximate breakdown of ANTA's equal employment opportunity target groups as a percentage of all employees was:

- women 62%
- people from non English speaking backgrounds 10%
- people with disabilities 4%
- Aboriginal and Torres Strait Islander people 2%

The following table provides details.

TABLE 7: EQUAL EMPLOYMENT OPPORTUNITY PROFILES

ANTA staffing classification - males **Classification**	**SES**	**PPO**	**SPO**	**PO**	**Totals**
Number	8	9	11	9	37
NESB	-	1	2	-	3
PWD	1	-	1	2	4
Aboriginal and Torres Strait Islander	-	-	-	1	1
ANTA staffing classification - females **Classification**	**SES**	**PPO**	**SPO**	**PO**	**Totals**
Number	2	10	20	30	62
NESB	-	-	3	4	7
PWD	-	-	-	-	-
Aboriginal and Torres Strait Islander	-	-	-	1	1

Staff movements

The following table provides details of staff movements during the year.

TABLE 8: MOVEMENT OF STAFF DURING 1996-97

Level	**Appointment**	**Resignation**	**Staff redundancies**	**Completion of contract**
Chief Executive Officer				
Senior Executive Level A				2
Senior Executive Level B		1		1
Principal Project Officer	1	3	3	
Senior Project Officer	4	9	7	1
Project Officer Level 3	3	5	10	
Project Officer Level 2	4	1	13	
Project Officer Level 1				
Totals	**12**	**19**	**33**	**4**

Appendix 4 ANTA Board, committees, forum and council

ANTA Board

The ANTA Board met on ten occasions during the year, including two teleconferences. Details of members' attendance at Board meetings are shown below.

Board Member	*Meetings held*[6]	*Meetings attended*
Stuart Hornery, AO	10	8
Bill Mansfield	10	8
Stella Axarlis	10	10
Geoff Ashton	10	9
Jenny Rixon	10	7
Mark Paterson	6	6
Cherry Cole	4	4

Key committees, council and forum members

Further details of the work of these groups can be found at the beginning of this report.

ANTA BOARD COMMITTEES

National Training Framework Committee

The committee met six times during the year. At 30 June 1997, the following people were members of the forum.

- Mr Mark Paterson, Chief Executive, Australian Chamber of Commerce & Industry, ex officio member, ANTA Board (Chair)
- Mr Doug Wright, Metal Trades Industry Association of Australia
- Mr Peter Dwyer, Group Employee Relations Manager, Amcor Fibre Packaging
- Mr Peter Griffin, representative of small business
- Ms Susan Halliday, Assistant Director, Business Council of Australia
- Mr Julius Roe, Assistant National Secretary, Technical & Supervisory Division, Australian Manufacturer's Worker's Union
- Ms Patricia Neden, General Manager, Client Relations Management, Office of Training and Further Education, Victoria

[6] No. of meetings held during the term the Board held office.

- Mr Malcolm Goff, Executive Director, Strategic Services, WA Department of Training
- Mr Tony Greer, First Assistant Secretary, Vocational Education and Training Division, Department of Employment, Education, Training and Youth Affairs

ANTA Board Advisory Committee on New Apprenticeships

The committee met 12 times during the year.

At June 30, the following people were members of the Committee.

- Ms Stella Axarlis, Managing Director, Bilcon Engineering Pty Ltd, member ANTA Board (Chair)
- Ms Susan Halliday, Assistant Director, Business Council of Australia
- Mr Doug Wright, Metal Trades Industry Association
- Mr Brian Kerwood, National Manager (Training), Australian Chamber of Manufacturers
- Mr Lyndon Rowe, Chief Executive Officer, Chamber of Commerce and Industry of WA
- Ms Mandy Keillor, Principal Director, Keillor Building Associates
- Mr Julius Roe, Assistant National Secretary, Technical & Supervisory Division, Australian Manufacturing Workers' Union
- Mr John Smyth, Director, Gold Coast Institute of TAFE
- Mr Bernie Carlon, Executive Director, Division of VET, Department of Training and Industrial Relations, Queensland
- Mr Geoff Spring, Secretary, Department of Education, Victoria

Performance Review Committee

The committee met twice during the year.

At 30 June, the following people were members of the committee.

- Mr Geoff Ashton, ANTA Board member (Chair)
- Mr Paolo Totaro, New South Wales
- Ms Julie Owen, Victoria
- Mr Bill Siganto, Queensland
- Ms Deborah Thiele, South Australia
- Ms Diana Mitchell, Western Australia
- Mr Peter Griffin, Tasmania
- Mr Doug Phillips, Northern Territory
- Mr Bruce Duke, Australian Capital Territory
- Mr Tony Greer, Department of Employment, Education, Training and Youth Affairs
- Mr Perce Butterworth, Chair, Unit cost working party

- Mr Peter Harmsworth, Chair, NACVETS
- Dr Susan King, member 1995 Benchmarking working group
- Mr Mark Bagshaw, independent member

Audit Committee

During the year, there were four audit committee meetings.

At 30 June, the following people were members of the committee.

- Mr Bill Mansfield, Assistant Secretary, Australian Council of Trade Unions, Deputy Chair, ANTA Board (Chair)
- Mr Darcy McGaurr, Secretary, Department of Industrial Relations, Vocational Education and Training, Tasmania
- Mr Murray Anderson, independent member, former audit partner, Coopers and Lybrand

EXTERNAL COMMITTEES

Aboriginal and Torres Strait Islander Peoples' Training Advisory Council

The council met three times during the year.

At 30 June, the following people were members of the council.

- Mr Kevin Bromley, nominated by the Australian Council of Trade Unions (Chair)
- Ms Linda Burney, New South Wales (Deputy Chair)
- Mr Lionel Bamblett, Victoria
- Ms Clair Andersen, Tasmania
- Mr Les Nayda, South Australia
- Ms Karel Williams, Australian Capital Territory
- Ms Carol Pettersen, Western Australia
- Mr Wayne Connop, Northern Territory
- Mr Rod Bourke, Queensland
- Mr Cliff Cobbo, Australian Chamber of Commerce and Industry
- Mr Peter Buckskin, Commonwealth
- Commissioner David Curtis, Aboriginal and Torres Strait Islander Commission
- Mr Jack Beetson, National Federation of Independent Aboriginal Education Providers (coopted member).

Disability Forum

During the year, the forum met twice.

At 30 June, the following people were members of the forum.

- Mr Mark Bagshaw, International Marketing Manager, IBM (Chair)
- Mr Phillip Ripper, Attendant Care Coalition
- Mr Doug Bowers, Adult Education Centre for Deaf and Hearing Impaired Persons
- Ms Pamela Menere, Women with a Disability Australia
- Ms Wendy McLachlan, Head Injury Council of Australia
- Ms Irene Towler, Schizophrenia Fellowship
- Mr Lindsay Wilson, Disabilities Services Coalition
- Mr Des Lean-Fore, National Federation of Blind Citizens of Australia
- Ms Sue Wilson, Qld Paraplegic & Quadriplegic Association
- Mr Craig Harrison, National Industry Association for Disability Services
- Ms Lynn Hammond, Social Justice Network, Southbank TAFE
- Ms Helen Kennedy, ANTA Equity Policy Officer
- Ms Paula Arro, Executive Officer, ANTA Disability Forum.

National Advisory Committee on Vocational Education and Training Statistics

The committee met three times during the year.

At 30 June, the following people were members of the committee.

- Mr Peter Harmsworth (Chair)
- Ms Marie Aloise, Northern Territory
- Ms Robyn Bergin, Department of Employment, Education, Training and Youth Affairs
- Ms Judy Bertram, Queensland
- Mr Kim Bannikoff, Australian National Training Authority
- Mr Darryl Carter, South Australia
- Mr Tom Dumbrell, National Centre for Vocational Education Research
- Mr Robin Green, Australian Bureau of Statistics
- Ms Susan King, Western Australia

National Research and Evaluation Committee

The committee met twice during the year.

At 30 June, the following people were members of the committee.

- Mr Peter Kirby, National Centre for Vocational Education Research (NCVER) Board member (Chair)
- Mr Perce Butterworth, New South Wales
- Mr Richard Sweet, NCVER
- Prof. Barry McGaw, NCVER
- Dr Richard Watkins, Tasmania
- Mr George McLean, Victoria
- Mr Tony Zanderigo, Department of Employment, Education, Training and Youth Affairs
- Ms Kareena Arthy, ANTA
- Mr John Trott, representative of industry
- Mr Peter Glynn, representative of industry

Appendix 5 Consultancies

ANTA defines a consultant as 'an organisation or individual who provides expert advice or service (with a recommendation) as the basis for making a decision or taking a course of action'.

Characteristically consultants:

- are generally engaged for a fixed period of time at an agreed rate of payment
- provide a service which is usually of a non recurring nature
- are not directly supervised
- conduct independent research/investigations
- provide expert advice with recommendations.

During 1996/97, ANTA employed 30 consultants at a total cost of $1,919,330. Of these, two totalling $61,424, were funded from operational funds, nine totalling $306,249 were funded from national programs and 19 totalling $1,551,657 were funded from national projects funds. With the exception of the two funded from operational funds, all consultancies were related to the development of vocational education and training policy.

The table below contains details of individual consultancies.

Consultant	*Description*
Coopers & Lybrand	Review & analysis of 1995 & 1996 best practice projects
Joy Selby Smith	User choice - Third party access to publicly funded facilities
Performance Management Solutions	Projected future demand for VET qualifications Benchmarking national qualifications profiles against other countries
Phillips Curren	Part 1 - Vision for VET - CEO Part 2 - Vision for VET - Industry Part 3 - Vision for VET - Brief for VET - Brief to ANTA Board contrasting CEO and industry views
KPMG	A detailed analysis of resource implications of implementing user choice for apprenticeships and trainees from January 1998
Turnball Fox Phillips	Management of Training update seminar
Vox Peritus	Management of Australian training awards
McKenna Business Associates	Investigation of cost elements and cost drivers of flexible delivery and recognition of prior learning
Barry Davis and Associates	To manage the completion of aspects of Unit Cost Working Group activities agreed by Ministerial Council
VETASSESS	Review of industry based assessment models/evaluation of assessment projects
Coopers & Lybrand	Costing & funding options for the establishment, operation & maintenance of industry-wide assessment models

Consultant	*Description*
KPMG	Design specifications for a skills passport system
Coopers & Lybrand	Credit transfer & competency based assessment
Bob Marshman & Associates	Research the fall in apprenticeship numbers
KPMG Management	The costing & resourcing of MAATS
David J Forman & Associates	Incorporation of environmental issues into training packages
Jackson Wells Communications	To develop and introduce a model for the marketing of training packages
Jackson Wells Communications	Report on national industry training plans 1997/98
John Ray	Legislative and administrative arrangements for the implementation of MAATS
John Ray	Analysis of legislation associated with the introduction of New Apprenticeships in schools
Kaye Schofield	Issues paper on copyright and facilitation of national workshop
John Ray	Advice on training package implementation within existing accreditation arrangements
Coopers & Lybrand	Undertake a climate survey for ANTA
Coopers & Lybrand	Provide advice on performance based pay Develop supporting systems and documentation

Australian National Audit OFFICE

AUSTRALIAN NATIONAL TRAINING AUTHORITY
INDEPENDENT AUDIT REPORT

Scope

I have audited the financial statements of the Australian National Training Authority for the year ended 30 June 1997. The financial statements comprise:

- Statement by Chair and Deputy Chair;
- Operating Statement;
- Statement of Assets and Liabilities;
- Statement of Cash Flows;
- Schedule of Commitments;
- Schedule of Contingencies; and
- Notes to and forming part of the Financial Statements.

The members of the Australian National Training Authority are responsible for the preparation and presentation of the financial statements and the information contained therein. I have conducted an independent audit of the financial statements in order to express an opinion on them.

The audit has been conducted in accordance with Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards, to provide reasonable assurance as to whether the financial statements are free of material misstatement. Audit procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Australian Accounting Standards, other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) and statutory requirements so as to present a view which is consistent with my understanding of the Authority's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In accordance with section 23 of the *Australian National Training Authority Act 1992*, I now report that the statements are in agreement with the accounts and records of the Australian National Training Authority, and in my opinion:

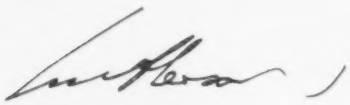
(i) the statements are based on proper accounts and records;

(ii) the statements present fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements, the financial position of the Authority as at 30 June 1997 and the results of its operations and its cash flows for the year then ended;

(iii) the receipt, expenditure and investment of moneys, and the acquisition and disposal of assets, by the Authority during the year have been in accordance with the *Australian National Training Authority Act 1992*; and

(iv) the statements are in accordance with the *Guidelines for Financial Statements of Commonwealth Authorities*.

Australian National Audit Office



Colin McPherson
Executive Director

for the Auditor-General

Canberra

19 September 1997

Address all mail to: GPO Box 707 CANBERRA ACT 2601
Centenary House 19 National Circuit BARTON ACT 2600 Phone (06) 203 7300 Fax (06) 203 7777

AUSTRALIAN NATIONAL TRAINING AUTHORITY

STATEMENT BY BOARD MEMBERS
FOR THE YEAR ENDED 30 JUNE 1997

In our opinion, the financial statements presented herewith are drawn up to show fairly:

(a) the Authority's operating result for the financial year ended 30 June 1997;
(b) the Authority's financial position as at 30 June 1997;
(c) the Authority's cash flows for the financial year ended 30 June 1997;
(d) other information disclosed in accordance with the Guidelines for Financial Statements of Commonwealth Authorities issued by the Minister for Finance in July 1997.

The statements have been made out in accordance with the Guidelines and applicable accounting standards.

Signed in accordance with a resolution of the Board of the Australian National Training Authority.

S. Homery - Chair

16 September 1997

W. C. Mansfield - Deputy Chair

16 September 1997

AUSTRALIAN NATIONAL TRAINING AUTHORITY

OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 1997

	Notes	1996-1997 $	1995-96 $
NET COST OF SERVICES			
Operating expenses			
Operating Activities	2(a)		
Employees		7,476,843	9,253,233
Suppliers		2,908,214	4,752,314
Depreciation		618,795	1,062,455
Interest repaid to Consolidated Revenue		49,764	66,662
Other		333,759	682,411
Core Business Activities	2(b)		
Grants		847,741,206	766,256,302
Suppliers		1,173,919	1,021,491
Interest repaid to Consolidated Revenue		1,043,175	3,875,625
Other		119,814,483	116,378,329
Repayable to Consolidated Revenue		3,101,015	843,084
Total operating expenses		984,261,173	904,191,906
Operating revenues from independent sources			
Operating Activities			
Interest	3(a)	49,764	66,662
Other	3(b)	252,146	298,564
Core Business Activities			
Interest	3(a)	1,051,226	3,885,740
Other	3(b)	2,638,264	443,201
Total operating revenues from independent sources		3,991,400	4,694,167
Net cost of services		980,269,773	899,497,739

AUSTRALIAN NATIONAL TRAINING AUTHORITY

OPERATING STATEMENT (CONT'D)
FOR THE YEAR ENDED 30 JUNE 1997

	Notes	1996-1997 $	1995-96 $
REVENUE FROM GOVERNMENT			
Parliamentary Appropriations received	4	958,532,920	870,860,266
Total revenue from government		958,532,920	870,860,266
Surplus (Deficit) of net cost of services over revenues from government	1, 8	(21,736,853)	(28,637,453)
Accumulated surpluses at the beginning of the reporting period	8	27,076,113	41,437,538
Adjustment to accumulated surpluses due to changes in accounting policies	1, 8	(34,293)	-
Other Adjustments	1, 8	-	14,276,028
Accumulated surpluses at the end of the reporting period	8	5,304,967	27,076,113

The above operating statement should be read in conjunction with the accompanying notes.

AUSTRALIAN NATIONAL TRAINING AUTHORITY

STATEMENT OF ASSETS AND LIABILITIES
AS AT 30 JUNE 1997

	Notes	1996-97 $	1995-96 $
Provisions and payables			
Employees	5(a)	1,357,857	1,923,507
Suppliers	5(b)	494,231	1,762,225
Grants	5(c)	463,994	69,035
Other	5(d)	10,710	958,654
Total provisions and payables		2,326,792	4,713,421
Equity			
Accumulated surpluses	8	5,304,967	27,076,113
Total equity		5,304,967	27,076,113
Total liabilities and equity		7,631,759	31,789,534
Financial assets			
Cash	6(a)	595,561	26,568,138
Receivables	6(b)	4,010,537	344,617
Other	6(c)	2,560	11,340
Total financial assets		4,608,658	26,924,095
Non-financial assets			
Infrastructure, plant and equipment	7(b)	1,202,637	1,220,361
Other	7(a)	1,820,464	3,645,078
Total non-financial assets		3,023,101	4,865,439
Total assets		7,631,759	31,789,534
Current liabilities		1,659,064	4,117,083
Non-current liabilities		667,728	596,338
Current assets		6,429,122	30,569,173
Non-current assets		1,202,637	1,220,361

The above statement of assets and liabilities should be read in conjunction with the accompanying notes.

AUSTRALIAN NATIONAL TRAINING AUTHORITY

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 1997

	Notes	1996-97 $	1995-96 $
OPERATING ACTIVITIES			
Cash received			
Appropriations		954,576,827	870,860,286
Interest		1,350,298	3,994,814
Other		2,931,276	3,632,297
Total cash received		958,858,401	878,487,397
Cash used			
Grants		(845,495,531)	(882,173,562)
Employees		(8,042,494)	(8,861,014)
Suppliers		(5,754,597)	(5,374,018)
Interest		(2,040,883)	(4,785,372)
Other		(120,159,020)	(754,652)
Repayable to Consolidated Revenue		(3,101,015)	-
Total cash used		(984,593,540)	(901,948,618)
Net cash from operating activities	9(a)	(25,735,139)	(23,461,221)
INVESTING ACTIVITIES			
Cash received			
Proceeds from sale of infrastructure, plant and equipment		65,746	7,711
Inflow from amalgamation		-	10,802,753
Total cash received		65,746	10,810,464
Cash used			
Purchase of property, plant and equipment		(303,184)	(268,480)
Total cash used		(303,184)	(268,480)
Net cash from investing activities		(237,438)	10,541,984
Net increase (decrease) in cash held		(25,972,577)	(12,919,237)
Add cash at 1 July		26,568,138	39,487,375
Cash at 30 June	9(b)	595,561	26,568,138

The above statement of cash flows should be read in conjunction with the accompanying notes.

AUSTRALIAN NATIONAL TRAINING AUTHORITY

SCHEDULE OF COMMITMENTS
FOR THE YEAR ENDED 30 JUNE 1997

	Notes	1996-97 $	1995-96 $
BY TYPE			
OTHER COMMITMENTS			
Operating leases		3,681,202	3,886,189
Program commitments		1,383,764,854	1,413,574,145
Other commitments		-	189,572
Total other commitments		1,387,446,056	1,417,649,906
COMMITMENTS RECEIVABLE			
Lease revenue		700,973	103,879
Total commitments receivable		700,973	103,879
Net commitments		1,386,745,083	1,417,546,027
BY MATURITY			
One year or less		937,122,590	940,783,826
One to two years		448,366,939	474,683,782
Two to five years		736,182	958,237
Over five years		519,372	1,120,182
Net commitments		1,386,745,083	1,417,546,027

AUSTRALIAN NATIONAL TRAINING AUTHORITY

SCHEDULE OF CONTINGENCIES
FOR THE YEAR ENDED 30 JUNE 1997

	Notes	1996-97 $	1995-96 $
CONTINGENT LOSSES			
Payroll tax	(a)	1,277,195	921,000
Litigation	(b)	-	105,000
Total Contingent Losses		1,277,195	1,026,000

(a) The Authority's liability for payroll tax is yet to be resolved. Under the ANTA Act the Authority is not specifically exempted from State Payroll Tax. The ANTA Act is currently under review to exempt the Authority from Payroll Tax. Should the Act not be amended, Payroll Tax will be payable in Queensland and Victoria.

(b) In 1995-96 claims were made against ANTA from State Industry Training Advisory Boards (ITAB's) regarding funding issues. These claims have now been withdrawn due to the introduction of a National ITAB network.

AUSTRALIAN NATIONAL TRAINING AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 1997

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1.1 Basis of Accounting
The financial statements are a general purpose financial report.

They have been prepared in accordance with:
(a) Guidelines titled "Financial Statements of Commonwealth Authorities" issued by the Minister for Finance in July 1997(the Guidelines) which require that the financial statements are prepared:
- in compliance with Australian Accounting Standards and Accounting Guidance Releases issued by the Australian Accounting Research Foundation;
- having regard to Statements of Accounting Concepts; and

(b) the Consensus Views of the Urgent Issues Group.

The financial statements have been prepared on an accruals basis and are in accordance with the historical cost convention except for employee entitlements (refer note on Long Service Leave accounting policy). The accounting policies have been consistently applied unless otherwise noted. No allowance has been made for the effect of changing prices on the results or on the financial position.

1.2 Infrastructure, Plant and Equipment
Assets are valued at historical cost. All items with an acquisition cost of less than $2,000 are expensed at the time of acquisition.

The carrying amounts of non-current assets of the Authority have been reviewed to determine whether they are in excess of their recoverable amounts. In assessing recoverable amounts, the relevant cash flows have not been discounted to their present value.

1.3 Depreciation
Depreciation is calculated on a straight line basis so as to write off the net cost of each item of infrastructure, plant and equipment over its expected useful life. Depreciation for furniture and fittings has been recalculated during the year due to the extension of the lease period for the Brisbane office.

Due to amendments to Australian Accounting Standard AAS4 - Depreciation of Non-current Assets, the Authority has reviewed the useful lives of property, plant and equipment assets. The Authority has now adopted new depreciation rates for assets on hand. As per the accounting standard, AAS4, the adjustment to depreciation has been charged against accumulated surpluses at the beginning of the period.

1.4 Liability for Employee Entitlements
The liability for employee entitlements encompasses provisions for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken by employees is less than the annual entitlement for sick leave.

The provision for annual leave reflects the value of total annual leave entitlements of all employees at 30 June 1997 and is recognised at its nominal value.

The liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at 30 June 1997. In determining the present value of the liability, attrition rates and pay increases through promotion and inflation have been taken into account.

The Provision for Employee Entitlements has decreased in 1996-97 due to the Organisational Restructure (see 1.8 below and Note 15).

1.5 Taxation
Under the current provisions of the Income Tax Assessment Act 1936, the Authority is not liable to Income Tax. However, it is subject to Fringe Benefits Tax. The Authority's liability for State Payroll Tax is yet to be resolved (refer Schedule of Contingencies). The Authority is exempt from sales tax except on lease vehicles.

1.6 Cash
For the purposes of the Statement of Cash Flows, cash includes petty cash and cash at bank. The Authority's cash on hand at the end of the financial year is shown within the Statement of Cash Flows.

Advance Account balances are reported as a receivable and are not included in cash figures.

1.7 Lease Incentive
Lease incentives are recognised as liabilities on receipt of the incentive. The amount of the liability is reduced by allocating lease payments between rental expense and reduction of the liability.

1.8 National Structures Amalgamation
On 1 July 1995, the Authority assumed responsibility for the functions of the former National Training Board in Canberra, the Australian Committee for Training Curriculum and the National Staff Development Committee in Melbourne. This resulted in the transfers of assets and liabilities to the Authority and these transfers were recorded against the 1 July 1995 Accumulated Surplus (refer Note 8).

1.9 Comparative Figures
Where necessary, comparative figures have been reclassified to conform with changes in presentation due to the issuance of the July 1997 Guidelines.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (CONT'D)
FOR THE YEAR ENDED 30 JUNE 1997

	Notes	1996-97 $	1995-96 $
2 OPERATING EXPENSES			
(a) Operating activities			
Employee Expenses			
Remuneration		7,427,373	8,566,683
Separation and redundancy payments		326,431	-
Staff Development		81,932	136,174
Staff Recruitment		199,524	146,493
Provision for Employee Entitlements	1	(558,417)	403,883
Total Employee Expenses		7,476,843	9,253,233
Suppliers Expenses			
Advertising and Publications		68,092	370,901
Internal and External Audit		82,820	95,595
Board and Committee Meetings		184,718	318,209
Communications		319,164	402,865
Contractors and Consultants		104,719	623,173
Electricity		60,229	99,013
Freight and Storage		62,232	53,847
Information Technology		201,786	116,012
Insurance		9,428	4,279
Legal Services		30,335	34,399
Library		51,490	66,019
Motor Vehicle Expenses		9,991	49,921
Office Requisites		125,111	180,076
Operating Lease Rentals		990,619	1,311,002
Operational Travel		583,208	989,254
Repairs and Maintenance		44,272	37,749
Total suppliers expenses		2,908,214	4,752,314
Other			
Fringe Benefits Tax		152,973	223,920
Loss on sale of infrastructure, plant and equipment		6,543	-
Miscellaneous		174,243	458,491
Total other		333,759	682,411

	Notes	1996-97 $	1995-96 $
2 OPERATING EXPENSES (CONT'D)			
(b) Core Business Activities			
Grants			
State and Territory Governments		847,276,594	766,093,509
Non-profit institutions		424,000	-
Other institutions		40,612	162,793
Total grants		847,741,206	766,256,302
Suppliers			
Travel		238,029	241,309
Attendance Costs		1,983	45,024
Conference costs		3,083	2,314
Consultants		318,880	581,743
Printing		6,838	71,399
Insurance		-	79,702
Closure of the Canberra Office		605,106	-
Total suppliers		1,173,919	1,021,491
Interest Repaid to Consolidated Revenue			
National Programs		311,843	1,775,021
VET Funding Act		731,332	2,100,604
Total Interest		1,043,175	3,875,625
Other			
Sponsorship		3,750	71,356
Australian Training Awards		605,402	389,710
National Projects Payments		32,701,812	36,117,292
National Programs Payments		86,503,519	79,799,971
Total Other		119,814,483	116,378,329
Repayable to Consolidated Revenue			
National Program Funds		2,931,503	702,879
Vet Funding Act		169,512	140,205
Total Repayable to Consolidated Revenue		3,101,015	843,084

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AUSTRALIAN NATIONAL TRAINING AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (CONT'D)
FOR THE YEAR ENDED 30 JUNE 1997

	Notes	1996-97 $	1995-96 $
3 OPERATING REVENUES FROM INDEPENDENT SOURCES			
(a) Interest on deposits			
Operating		49,764	66,662
National Programs		311,843	1,775,022
VET Funding Act		731,332	2,100,604
Australian Training Awards		8,051	10,114
Total interest on deposits		1,100,990	3,952,402
Interest earnings for 1996-97 on Operating Funds, National Programs Funds and VET Funding Act funds have been returned to the Commonwealth. Interest earnings unremitted at June 1997 will be returned in July 1997.			
(b) Other			
Other Revenue		2,260,492	469,839
Australian Training Awards		529,918	266,000
Gain on sale of infrastructure, plant and equipment		-	5,926
Total other revenue		2,890,410	741,765
Total operating revenues from independent sources		3,991,400	4,694,167
4 PARLIAMENTARY APPROPRIATIONS RECEIVED			
Operating Funds		11,779,000	14,113,000
National Programs Funds		73,926,000	68,460,332
VET Funding Act Funds		872,827,920	788,286,954
Total parliamentary appropriations received		958,532,920	870,860,286

	Notes	1996-97 $	1995-96 $
5 PROVISIONS AND PAYABLES			
(a) Employees			
Salaries and wages		86,676	64,340
Leave		1,227,029	1,785,445
Other		44,152	73,722
Total Employees		1,357,857	1,923,507
(b) Suppliers			
Trade Creditors			
Operating Funds		436,702	314,176
National Programs Funds		24,391	-
VET Funding Act Funds		11,138	1,446,399
Australian Training Awards		22,000	1,650
Total suppliers		494,231	1,762,225
(c) Grants			
Non-profit institutions		238,849	-
State and Territory governments		15,145	-
Other institutions		210,000	69,035
Total grants		463,994	69,035
(d) Other			
Interest payable		10,710	958,654
Total other		10,710	958,654
Total provisions and payables		2,326,792	4,713,421

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (CONT'D)
FOR THE YEAR ENDED 30 JUNE 1997

	Notes	1996-97 $	1995-96 $
6 FINANCIAL ASSETS			
(a) Cash			
Petty cash		800	1,100
Bank accounts			
Operating fund		422,246	173,034
National programs funds		-	13,704,752
VET funds		-	12,589,305
Australian Training Awards		172,515	119,947
Total cash		595,561	26,568,138
(b) Receivables			
Goods and Services			
Operating Funds		42,298	79,784
VET Funding Act Funds		7,430	10,810
Interest Receivable			
Operating Funds		3,684	3,577
National Program Funds		383	151,704
VET Funding Act		-	98,442
Australian Training Awards		649	300
Appropriation Receivable			
National Program Funds		1,007,149	-
VET Act Funds		2,948,944	-
Total receivables		4,010,537	344,617
(c) Other			
Trust account - salaries		-	11,340
Cash and Advances		2,560	-
Total other		2,560	11,340
		-	
Total financial assets		4,608,658	26,924,095

Schedule of Overdue Receivables

DAYS OVERDUE	30-60	>60
Operating	556	1,800
VET	-	7,430
TOTAL	556	9,230

	Notes	1996-97 $	1995-96 $
7 NON-FINANCIAL ASSETS			
(a) Prepayments			
Operating Funds		104,486	78,997
VET		611	-
National Programs Funds		1,715,367	3,566,081
Total prepayments		1,820,464	3,645,078
(b) Infrastructure, Plant and Equipment			
Gross value at 1 July		3,128,808	2,268,046
Additions		707,653	1,037,190
Disposals		(462,835)	(176,428)
Gross value at 30 June 1997		3,373,626	3,128,808
Accumulated Depreciation charged to 30 June		1,908,447	1,020,635
Depreciation Charge for assets held at 1 July		551,707	676,199
Depreciation charged for additions		67,088	386,256
Depreciation adjustment for disposals		(390,546)	(174,643)
Depreciation Adjustment - change in accounting policies		34,293	-
Accumulated Depreciation at 30 June 1997		2,170,989	1,908,447
Net book value at 30 June 1997		1,202,637	1,220,361
8 EQUITY			
The following information relates to the accumulated results of the Authority			
Balance at 30 June		27,076,113	41,437,538
National structure amalgamation		-	14,276,028
Changes in accounting policies *		(34,293)	-
Balance at 1 July		27,041,820	55,713,566
Operating Result		(21,736,853)	(28,637,453)
**Balance at 30 June 1997 ** **		5,304,967	27,076,113

* Refer note 1.3

** The 1995/96 Balance included an amount of $10.7 million for the AVTS for expenditure by 31 December 1996 and $10.8 million in VET Act Funds received from the amalgamation of the former Australian Committee for Training Curriculum and the NSDC

AUSTRALIAN NATIONAL TRAINING AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (CONT'D)
FOR THE YEAR ENDED 30 JUNE 1997

	Notes	1996-97 $	1995-96 $
9(a) RECONCILIATION OF NET CASH USED IN OPERATING ACTIVITIES TO NET COST OF SERVICES			
Net Cost of Services		(980,269,776)	(899,497,739)
Revenue from Government		958,532,920	870,860,286
Depreciation		618,795	1,062,455
(Gain)/Loss on sale of infrastructure, plant and equipment		6,543	(5,926)
Prior Service Employee Entitlements		(565,650)	403,883
Movement in operating assets and liabilities			
Increase (decrease) in liabilities		(2,225,448)	(55,887)
(Increase) decrease in assets		(1,832,525)	3,771,707
Net cash inflow (outflow) from operating activities		(25,735,139)	(23,461,221)
9(b) RECONCILIATION OF CASH			
For the purposes of the statement of cash flows, cash includes cash at bank and on hand. Cash at the end of the reporting period as shown in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:			
Petty Cash		800	1,100
Cash at Bank - Operating Funds		422,246	173,034
- National Program Funds		-	13,704,752
- VET Funding Act Funds		-	12,569,305
- Australian Training Awards		172,515	119,947
Total cash		595,561	26,568,138

10 REMUNERATION OF AUDITORS

The Authority's financial statements are audited by the Australian National Audit Office and the estimated cost of auditing the statements for the period ended 30 June 1997 is $33,000 (1995-96, $43,000). This amount has been included in operating expenses. No other services were provided by the Australian National Audit Office.

	Notes	1996-97 $	1995-96 $

11 REMUNERATION OF OFFICERS

The number of executive officers whose total remuneration falls within the following bands:

$		$		
100,000	-	110,000	5	4
110,000	-	120,000	2	2
120,000	-	130,000	-	1
130,000	-	140,000	1	-
150,000	-	160,000	1	-
160,000	-	170,000	1	1

Performance pay has been excluded in determining the number of executive officers in each band of income. The total performance pay paid to executive officers for 1996-97 was $73,064 (1995-96 $77,958).

Remuneration received, or due and receivable, by executive officers of the Authority:	1,205,420	931,127

12 REMUNERATION OF DIRECTORS

The number of Board members whose total remuneration falls within the following bands:

$		$		
0	-	10,000	7	6

Remuneration received, or due and receivable, by Board members of the Authority:	40,146	29,721

13 RELATED PARTIES

Board Members

The name of persons who were members of the Board of the Australian National Training Authority at any time during the financial period are as follows:

S. Hornery;
B. Mansfield;
G. Ashton;
S. Axarlis;
J Rixon;
C. Cole (ex-officio member) resigned September 1996; and
M. Paterson (ex-officio member) appointed September 1996.

Remuneration

Information on remuneration to Board members is disclosed in note 12.

14 ECONOMIC DEPENDENCY

The activities of the Authority are dependent on Parliamentary appropriations.

15 ORGANISATIONAL RESTRUCTURE

During the year, the Authority substantially restructured its operations. This restructure resulting in a staffing decrease of approximately 45 staff and the closure of the Canberra office. The Authority continues its operations from offices in Melbourne and Brisbane.

As a result of the restructure, operating expenses have generally decreased from the previous reporting period.

Appendix 7 Publications

During the year, the following documents were published by ANTA.

1. ***Special Edition Australian Training***
   - June 1997 - 70 pp - Cost: Nil
2. ***Report on National Industry Vocational Education and Training Plan 1997***
   - June 1997 - 120 pp -ISSN 1323-837X - Cost: Nil
3. ***Stocktake of Equity Reports and Literature in Vocational Education and Training***
   - June 1997 - 100 pp - Cost: Nil
4. ***The Report to the ANTA Board on the Implementation of New Apprenticeships (including User Choice)***
   - May 1997 - 140 pp - Cost: Nil
5. ***Training Packages - An integrated approach to Flexible Training Delivery***
   - April 1997 - Insert Australian Training - 4 pp - Cost: Nil
6. ***Best Practise Manual Standards***
   - reprinted April 1997 - ISBN 1 86437 566 3 - 154 pp - Cost: $100.00
7. ***Assuring Quality and Choice in National Training***
   - February 1997 - 16 pp - Cost: Nil
8. ***Vocational Education and Training - Directions and Resource Allocations for 1997***
   - November 1996 - ISSN 1322-9648 - 58 pp - Cost: $10.00
9. ***Australian Training Update Seminar: Seminar Proceedings***
   - November 1996 - ISBN 0642 25382 X - 89 pp - Cost: $25.00
10. ***Annual National Report 1995 - Australia's Vocational Education and Training System (3 volumes)***
    - October 1996 - 42 pp, 81 pp, 52 pp - Cost: $20.00
11. ***The National Women's Vocational Education and Training Strategy (and Implementation Guide)***
    - September 1996 - ISBN 0 642 25 765 - 27 pp, 41 pp - Cost: Nil
12. ***Equity 2001: strategies to Achieve Access and Equity in Vocational Education and Training for the New Millennium***
    - September 1996 - ISBN 0 642 25378 1 - 20 pp - Cost: Nil
13. ***Training Together - Second national Conference on Vocational Education and Training - Conference Proceedings***
    - August 1996 - ISBN 0642 253 749 - 370 pp - Cost: $49.95

14. ***Think Local and Compete - An Analysis of the Role of Adult and Community Education in the Implementation of a National System for Vocational Education and Training***
    - August 1996 - 46 pp - Cost: $10.00

15. ***National Flexible Delivery Taskforce Final Report***
    - June 1996 - 94 pp - Cost: $10.00

16. ***Participation and Attainment of Individual Client Groups within Vocational Education and Training***
    - May 1996 - ISBN 0 642 25241 6 - 62 pp - Cost: $10.00

17. ***Analysis of Qualification Profiles in Australian Industry - Health and Community Services***
    - May 1996 - Occasional Paper 96/1 - R B Cullen - ISBN 0642 25377 3 - 75 pp - Cost: $15.00

18. ***An Analysis of Qualification Profiles in Australian Industry - Wholesale and Retail Trade***
    - December 1995 - Discussion paper - R Cullen - ISBN 0 642 24505 3 - 59 pp - Cost: $15.00

19. ***Vocational Education and Training - Directions and Resource Allocations for 1996***
    - November 1995 - Report to the ANTA Ministerial Council - ISSN 1322-9648 - 95 pp - Cost $10.00

20. ***Annual National Report 1994 - Australia's Vocation Education and Training System - Volume 1***
    - October 1995 - ISSN 1324-9185 - 28 pp - Cost: $15.00

21. ***Annual National Report 1994 - Australia's Vocational Education and Training System - Volume 2***
    - October 1995 - ISSN 1324-9185 - 160 pp - Cost: $20.00

22. ***Annual Performance Report - Australian National Training Authority***
    - October 1995 - ISSN 1322-8609 - 98 pp - Cost: $10.00

23. ***Guidelines for National Industry Vocational Education and Training Plans - 1996-1997***
    - October 1995 - 24 pp - Cost: Nil

24. ***Training in Australia - Australian National Training Authority***
    - November 1995 - Folder with 8 inserts - Cost: Nil

25. ***Good Ideas in Industry VET Plans***
    - October 1995 - ISBN 0 642 23509 0 - 58 pp - Cost: $15.00

26. ***Guide to Training Priorities of National Industry Training Advisory Bodies***
    - May 1995 - ISBN 0 642 22668 - 126 pp - Cost: $10.00

27. ***Industry Training: The Factors that Affect Demand***
    - March 1995 - Discussion paper - ISBN 0 642 22775 6 - 48 pp - Cost: Nil

28. ***An Analysis of Qualification Profiles in Australian Industry - Manufacturing: Food Beverages and Tobacco***
    - February 1995 - Occasional paper 95/2 - R and M Cullen - ISBN 064 22 27 527 - 36 pp - Cost: $15.00

29. ***An Analysis of Qualification Profiles in Australian Industry - Finance Property and Business Services***
    - February 1995 - Occasional paper 95/3 - R and M Cullen - ISBN 0 642 22795 0 - 37 pp - Cost: $15.00

30. ***The National Competition Policy Review (The Hilmer Report) and its Implications for the Vocational Education and Training System***
    - January 1995 - J Selby Smith - ISBN 064 22 24 625 - 27 pp - Cost: $15.00

31. ***Towards a Skilled Australia - National Vocational Education and Training Conference***
    - ISBN 0 642 22693 8 - 527 pp - Cost: $16.00 hard copy, or $10.00 disc copy - Video - 37 min - Cost: $40.00

32. ***Australian National Training Authority Logo Specifications and Guidelines for Use***
    - Brochure - 4 pp - Cost: Nil

33. ***The Impact of Mass Post-Secondary Education and Training on Employment in Australia: An Analysis of Qualification Profiles in Australian Industry***
    - Occasional paper 94/1 - R Cullen - Summary paper - 18 pp Cost: Nil

34. ***The Economics of Vocational Education and Training in Australia: A Review of Recent Literature***
    - 1994 - Occasional paper 94/2 - ISBN 0 7242 5856 6 - 81 pp - Cost: Nil

35. ***Past Imperfect: Future Imperative - A Guide to Recent Literature on the Economics or Vocational Education and Training***
    - Technical support paper for occasional paper 94/2 - ISBN 0 642 221 766 - Cost: Nil

36. ***Annual Performance Report - Australian National Training Authority***
    - 1994 - ISSN 1322-8609 - 72 pp - Cost: Nil

37. ***Towards a Skilled Australia - A National Strategy for Vocational Education and Training***
    - 1994 - ISBN 0 642 22173 1 - 26 pp - Cost: $10.00

38. ***Vocational Education and Training - Directions and Resource Allocations for 1995***
    - November 1994 - Report to the ANTA Ministerial Council - ISSN 1322-9648 - 76 pp - Cost: Nil

39. ***Proposals for More Effective Implementation of Training Reforms***
- November 1994 - 38 pp - Cost: $10.00

40. ***An Analysis of Qualification Profiles in Australian Industry - Agriculture, Forestry and Fishing***
- September 1994 - Occasional paper 95/1 - R and M Cullen - ISBN 0 642 22692 X - 27 pp - Cost: $15.00

41. ***Successful Reform - Report to the Australian National Training Authority - Competitive Skills for Australians and Australian Enterprises***
- June 1994 - Allen Consulting Group - ISBN 0 642 23446 9 - 157 pp - Cost: $20.00

Glossary

AAACE	Australian Association of Adult and Community Education
ACE	Adult and Community Education
ACTRAC	Australian Committee for Training Curriculum
ACVETS Statistics	Australian Committee on Vocational Education and Training
AESOP	Administrative, Executive, Secretariat and Operating Policies
ANAO	Australian National Audit Office
ANTA	Australian National Training Authority
ANTARAC	ANTA Research Advisory Council
AQF	Australian Qualifications Framework
ARF	Australian Recognition Framework
ASTF	Australian Student Traineeship Foundation
AVETMISS	Australian Vocational Education and Training Management Information Statistical Standard
AVTS	Australian Vocational Training System
CEO	Chief Executive Officer
CPSU	Community and Public Sector Union
DEETYA	Department of Employment, Education, Training and Youth Affairs
DoF	Department of Finance
EdNA	Education Network Australia
EEO	Equal Employment Opportunity
FMI	Frontline Management Initiative
FMIS	Financial Management Information System
FOI	Freedom of Information
GAMIS	Grants Administration Management Information System
HRMIS	Human Resource Management Information System
ITAB	Industry Training Advisory Body
KPMs	Key Performance Measures
MAATS	Modern Australian Apprenticeship and Traineeship System
MCEETYA	Ministerial Council for Education, Employment, Training and Youth Affairs
META	Management Enhancement Team Approach
MINCO	Ministerial Council
MTIA	Metal Trades Industries Association

NCVER	National Centre for Vocational Education Research
NESB	Non-English Speaking Background
NREC	National Research and Evaluation Committee
NTF	National Training Framework
NTFC	National Training Framework Committee
NTIS	National Training Information Service
NTP	National Transition Program
NSDC	National Staff Development Council
OH&S	Occupational Health and Safety
PWD	People with Disabilities
TAFE	Technical and Further Education
TRIM	Tower Record Information Management
VET	Vocational Education and Training

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